

OCTOBER 10, 1940



ONE DOLLAR

Sales Management

[**Annual**
Man-Power Problems Issue-

Managing Salesmen in 1941

A PORTFOLIO OF PLANS AND IDEAS FOR IMPROVING
THE EFFICIENCY OF YOUR SALES FORCE

Feature Articles and Surveys on Hiring
and Training, Compensating, Equipping,
Stimulating and Controlling Salesmen]

THE MAGAZINE OF MODERN MARKETING

ANY MARKET AT ANY TIME

Spotty distribution problems are most easily solved by Outdoor Advertising's flexibility. Select by your own yardstick the markets to be sold...by villages...towns...cities ... climatic zones. Outdoor Advertising's selling force is ready to serve where and when it is most needed!



OUTDOOR ADVERTISING INCORPORATED

National Sales Representative of the Outdoor Industry

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Sales Mgr. Smith sees spots before his eyes



Poor Smitty.

He's got "Sales Manager's Eyes".

He can't look a wall straight in the face without seeing a map of the U. S. there. And a Swiss-cheese pattern of dots on it.

Those dots tell Smitty where the business is. Where the salesmen ought to be. And where those printed salesmen known as advertising ought to circulate.

We talked with loads of Smittys before THIS WEEK MAGAZINE came out. We found most of them got the lion's share of their business from a few

big spots on the map. And we decided that, no matter what the other magazines did, ours was going to concentrate on those busy spots.

Our circulation map, as a result, makes the Sales Manager's favorite wall-paper pattern. THIS WEEK MAGAZINE sticks to the 25 key markets that do half of all America's business. And covers those markets as thoroughly as the next 4 weeklies, or the top 4 women's magazines, combined.

Which is probably why 70 national advertisers made THIS WEEK their No. 1 Magazine, in the first half of 1940.

THIS WEEK
THE BIG CITY MAGAZINE

Sales Management

VOL. 47, NO. 8

OCTOBER 10, 1940

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YOU BOUGHT SALES

Did you get all you paid for?

Those two items on your books —Sales Expense and Sales Volume—are the related consequences of your having chosen one of two methods of advertising and selling: (Maybe you hadn't thought about its being a choice.)

1 Spending one dollar to HALF-MAKE two sales; or

2 Spending one dollar to MAKE one sale.

It's not always easy to know which you're doing. First you

have to make a thorough study of your market and do a real job of digging to determine your sales and advertising objectives.

But once you know that, it is relatively simple to set a policy that calls for *concentrated* selling and *intensive* advertising.

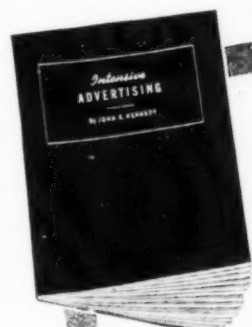
By "intensive advertising" we mean the kind that is loaded with your real sales story, run in the business publications that confine their editorial

pages to the vital "job-interests" of your prospects. If you are selling to or through business, your business paper advertising gives you the opportunity to do one of two things:

1 Run "pretty pride" copy that will just keep your name before the trade and HALF-SELL quite a flock of people; or

2 Really tell what the business paper reader needs to know about your product and MAKE SALES for your salesmen to harvest.

At very small cost you can prove this for yourself on any product sold to business.



"Intensive Advertising" by John E. Kennedy Tells more about "TELL ALL"

As a starting point for executives who recognize their opportunity to use business paper advertising as a profit-builder, we have produced two booklets "TELL ALL — A Practical Guide to Successful Business Paper Advertising" and "Intensive Advertising" by John E. Kennedy — the advertising man who, thirty years ago, formulated the principles that changed much advertising from "guff" to "printed salesmanship." Both are available free to any executive who wants to make his business paper advertising produce more PROFITS.

The Associated Business Papers
Room 2456, 369 Lexington Avenue
New York City

Please send me, without obligation, the booklet checked (or both).

☐ "Intensive Advertising" by John E. Kennedy

☐ "Tell All . . . A Practical Guide to Successful Business Paper Advertising"

Name _____



Position _____

Company _____

Street _____

City and State _____

THE ASSOCIATED BUSINESS PAPERS 369 Lexington Ave., N. Y. C., CAledonia 5-4755

High editorial standards  Reader interest in terms of paid circulation 

OCTOBER 10, 1940

[3]



**"9 out of 10 times
Essex County
is top-flight"**

Walter P. Burn, President

WALTER P. BURN & ASSOCIATES, Inc.

This organization, nationally known for its Market Studies, interpretation and original map and chart creations, received an Annual Advertising Award for "Research Achievement" for the Printers' Ink Monthly Market Explorations of Metropolitan Area.

"DURING the past three years we have made over fifty comparative market studies, most of which have been published by Printers' Ink Monthly under the title of "Market Explorations." Of these, ten were national studies on a county basis—and in these, Essex County, New Jersey, received a rating in the highest group in nine, next to top-flight rating in the tenth.

"In our studies of cities or Metropolitan Areas, Newark almost invariably earns a high rating. These studies, by the way, are based wholly upon data secured by State or Federal agencies.

"To say that Newark and its Metropolitan

Area is one of the nation's best markets is, in our opinion, simply a statement of proven fact.

"The quality of the Newark market is probably not news to experienced advertisers; its size is perhaps less widely recognized. As defined by the U. S. Bureau of the Census, the Newark Metropolitan Area comprised 2,915,056 people in 1930 and was exceeded by similar areas only for New York and Chicago. Although insufficient returns are available from the 1940 Census to compute its present population, there is every indication that the Newark Metropolitan Area will maintain its rank of 'third largest in the nation'."

[[In Essex County, referred to by Mr. Burn, the Newark News delivers 7-out-of-10-family-coverage . . . more in North Jersey's focal county than any other newspaper . . . more weekdays than all New York papers combined.]]

NEWARK

NEWARK EVENING NEWS
"Always Reaches Home"

NEW JERSEY

O'MARA & ORMSBEE, Inc., General Advertising Representatives

New York • Chicago • Atlanta • San Francisco • Los Angeles • Detroit



The Case of the Disappearing Snickersnaps

IT WAS A SIMPLE CASE, really, but for a while it had a lot of people guessing. Snickersnaps is our name for a typical low-priced nationally advertised grocery product sold in practically all grocery stores. New York City grocers would put Snickersnaps on their shelves. In some stores they disappeared almost overnight. In others they gathered dust.

The New York Times Market Research Department investigated. Snickersnaps, it was found, disappeared quickly from the shelves of grocery stores in average and above-average income neighborhoods. They remained longer on the shelves of grocery stores in below-average income neighborhoods.

Here was the clue that solved the mystery. Families in New York City's average and above-average income neighborhoods comprise 54% of all families in the city. The grocery stores that

serve them comprise 46% of all grocery stores in the city. But these families buy a lot and buy often. They buy 60-70% of all Snickersnaps and most other advertised grocery products sold in the city.

So it's really no mystery at all. What you sell will disappear quickly and *profitably*, too, if you advertise it first in the profit-rich portion of the New York market that we call the *Profit Half*. And that means advertising in The New York Times, because The Times concentrates advertising among the housewives of the New York market's *Profit Half*—where advertising concentrates on selling-for-profit.

The New York Times

"All the News That's Fit to Print"



2 BUTTONS = 1 DEMOCRACY

EVERYWHERE in the country this fall you see the buttons. Everywhere you hear the question, "Who are you going to vote for?"

There are few places left in the world where the question matters, where it is still asked. On the Wilhelmstrasse, for example, men no longer say *Für wen werden Sie stimmen?* but *Heill* . . . On the Corso you no longer hear *Per chi voterete?* but *Duce!* . . . And today on the boulevards and in the cafés the question *Pour qui allez-vous voter?* could only provoke the wry smile, the cynical lift of the shoulder.

Who are you going to vote for?

It is an important question. But still more important is the fact that in A.D. 1940 you are able to ask it . . . that you are able, by voting, to choose

between two men, one of whom will represent you, but neither of whom will ever rule you.

The choice carries with it a responsibility, an obligation to be informed, objective, aware. And FORTUNE, realizing that intelligent democratic government depends upon an enlightened body politic, presents, as part of its editorial approach, factual, unbiased articles on the political scene. . . . The current issues, the personalities, the machinery, and the traditions, both good and bad, are examined in the light of the major trends of present-day world politics.

But this is only part of FORTUNE's larger job, which is to survey, document, and interpret the problems of living in the Western Hemisphere in a period of enormous and fundamental change.

These problems bear inevitably upon the defense of our national heritage, spiritual as well as material. Whether FORTUNE discusses armament or agriculture, taxation or world trade, capital or labor, or life on \$25 a week, every word written relates to our new emergency and is set down out of the conviction that American democracy is more than a catch-word, more than a theory, much more than a political system. It is a way of life. . . . The best that we know so far.



FORTUNE

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending October 10, 1940:

Planning your 1941 Sales Meetings

ONE INGREDIENT IN ANY GOOD recipe for success in the 1941 sales campaign is: *Closer contact with your salesmen.*

The man in the field is going to face many problems which disturb and perplex him. With war and threatened war in nearly every direction, we can't look forward to a quiet, normal year. Many a news item affecting the country, a particular industry, a specific company, will be hard for the home office executive to interpret quickly and correctly—doubly hard for the man in the field who does not have access to your funds of knowledge. In 1941 both sales executives and their men must face the making of frequent hair-trigger decisions.

So, we say, 1941 demands closer contact with your salesmen, closer contact not only through letters and bulletins, but by more and more frequent sales meetings.

In handling the problem of sales meetings for a national sales group, the executive quite often hangs himself on one of two horns of a dilemma: To bring the sales force in to the home office may be expensive directly through transportation and hotel expenses for a large group of men, perhaps expensive indirectly through stopping their field contacts for a week or more. On the other hand, if he and other home office officials take themselves to the salesmen, a precious lot of their higher-priced time must go into the effort.



Sales executives of the Certain-teed Products Corp. have solved the problem in a manner which might well be followed by other organizations—by telescoping their regional meetings and sending the executives by air transport.

Last Spring officials of the company were believed to have set a record when they held 14 district conferences in 14 working days. Last month, by telescoping the meetings and reducing the number of cities to five, the vice-president in charge of merchandising, the general sales manager and the advertising managers were able to meet the entire sales force of Certain-teed together with other representatives of the building industry, in just 120 elapsed hours.

According to records of the Air Transport Association, this set a new record for commercial flights over established air lines. The meetings were held in Chicago, St. Louis, San Francisco, Dallas and Atlanta. The chief purpose of the conventions was to present a new advertising campaign which deals with issues that are in the headlines of today's news.

Shifts in U. S. Population

HUNDREDS OF COUNTIES, many cities, and several states showed fewer inhabitants in the 1940 Federal Census than they had in 1930. During the decade the rate of American population growth sank to a record low.

The population specialists tell us, on the basis of preliminary returns, that the gain in number of families is much greater than the gain in number of individuals—and this is truly significant to most marketing executives in the consumer goods industries for there the family

is most likely to be the buying unit. The percentage gain in individuals was 6.5 and it seems probable that the gain in number of families will work out fairly close to 12%.

The relatively small gain in the number of people and the larger gain in the number of families means a decline in the average size of the household. The decline in this factor in the cities was 0.4 persons or about 10%.

For several decades, until this most recent one, there was extensive net migration from rural districts to cities, but now for the first time in a century the population living on farms or in the small towns increased in numbers faster than did the total population. Conversely for the first time in a century, urban population grew less rapidly than that of the country, with the greatest falling off in the largest cities. Cities of 50,000 and over, gained 4.5%; those of 25,000 to 50,000 gained 6.7%; and those under 25,000 gained 10.5%.

A tabulation of the cities with a municipal population of 100,000 or more shows that in 1940 there were 92, whereas in the preceding decade there were 93.

It becomes readily apparent that not until all of the census data is available on suburbs will it be possible to get a true picture of the trends in specific retail trading areas. Even where city populations may have declined, there may be a sizeable net gain through addition of the immediate surrounding areas.



Plane travel makes possible the holding of many conventions within a short space of time. And you meet such nice-looking people, too! Certain-teed executives did in their record-breaking, 5-day, 5-city, coast-to-coast tour. Here R. A. Galloway, (R) general sales manager, and J. M. Huggett, (L) advertising manager, are leaving the sleeper plane to head for the S. F. meeting.



Ewing
Galloway

Even though more careful selection of salesman is a major problem in nine companies out of every ten, few firms have worked out anything that approaches a standard technique of interviewing sales applicants.

Interviewing and Rating Men for Sales Jobs: A Soup-to-Nuts Plan

Let this carefully thought-out method for handling sales applicants suggest the development of a similar procedure in your company: you'll find it far more satisfactory than the impromptu rambling conversations which are now too frequently used in recruiting.



The Tremco Mfg. Co. had scarcely drawn its first breath when the big collapse of 1929 hit America. Having been founded in 1928 to sell paints and a line of building maintenance materials the company has known little but tough times. But tough times didn't stop its growth. It has made money steadily.

Tremco is a striking proof that big companies do not hold patents on all good ideas. The management has a fresh way of looking at many business problems, and an original method of solving some of them. For example, when the cost of living goes up, as shown by Department of Labor figures, the employees automatically get a bonus to make up for the increase.

Tremco operates in the heavily industrialized section of the Northeast, and in Canada. They have 88 salesmen, supervised by three assistant sales managers who spend almost all of their time in the field. Tremco sells the industrial and institutional markets exclusively; they have no retail distribution of any kind.



A PATTERNED method for interviewing prospective salesmen has been developed by the Tremco Manufacturing Co., Cleveland, to aid the firm's assistant sales managers in recruiting new man power for the sales force. While the company believes that no system can provide a substitute for the good judgment of the men who do the hiring, the Tremco plan does help materially in gathering and sifting pertinent information about a candidate so that the basis for that judgment is as complete and accurate as possible.

The machinery through which the plan operates is a personal history record tied up with a weighting system which develops a "score" for each applicant, and a standard "interview record form" which guides the sales executive in the subject matter to be covered in each interview he conducts with a prospect.

Tremco's present plan for selecting and appraising men has evolved over a period of years. It grew out of a study made by a consulting psychologist who interviewed incumbent salesmen, traveled with them in the field, and made a careful analysis of the

factors which seemed to have the greatest bearing on sales success for that company.

Out of these studies came a list of nine primary character qualities which seemed to enter most importantly into the make-up of a good Tremco salesman (but which are in no sense set up as universal specifications for all types of salesmen). If any applicant can score above average on these various counts, he is regarded as having more than average chances to make good in selling the Tremco line.

These nine qualities are defined as:

1. Capacity for day-after-day plugging.
2. Money-mindedness; order-consciousness.
3. Capacity for social and emotional adjustment.
4. Capacity for intelligent planning.
5. Practical maintenance sense.
6. Singleness of purpose in life.
7. Financial position.
8. Physical vitality.
9. Articulation.

The whole purpose of the interview blank is, therefore, to suggest to the interviewer specific lines of inquiry which will enable him to tabulate information pertinent to each of these subjects, and to give him a well-rounded picture of all details of background, education, and business experience which have a bearing on them.

SALES MANAGEMENT

The procedure involves a preliminary telephone interview, and three personal interviews.

During the telephone interview, the sales manager records the applicant's name, address and telephone number, and asks about half a dozen questions: Have you had outside sales experience? Over how long a period? With how many firms? What class of trade did you call upon? Has this sales experience been limited to foods, apparel, securities, insurance, retail? (all poor fields as a background for the Tremco line).

Speaking of Generalities

Immediately after the telephone interview is completed, the sales manager records his impressions by checking the pertinent statement among those printed below, which appear on page one of the interview blank:

- Was the telephone call business-like?
- Well-planned; to the point; direct and courteous; asked for interview.
- Weak, undecisive, unplanned, not direct, not forceful. Waited for you to pull the information out of him.
- Boorish, defensive, inconsiderate, irritating. "What 'cha got?" opening, or "Are you another paint company?"
- Wants to conduct the entire employment interview over the telephone. Goes on and on about himself. Rambling.
- Was his voice
- Firm, easily understood, forceful, generally satisfactory.
- Weak and indistinct, or rasping and irritating; generally unsatisfactory.

If the applicant has made a favorable impression, a date and hour are set for the first personal interview.

During that interview the prospective salesman is asked to fill out a single sheet which constitutes a "personal history record." On the back of this form space is provided for the man's employment history covering at least the last ten years: Name of employer, address, title of superior and name, products sold, class of trade solicited, number of accounts worked, average monthly earnings, and reason for leaving the job.

A blank appears in the right margin of each question included on the Personal History Record. Each item in the list has been weighted according to its relative importance as demonstrated by analysis of the personal history and status of men who have made good as Tremco representatives. The sales manager fills in the applicant's score on each point, then draws a total to get a general over-all score. There is considered to be serious

doubt about hiring anyone who scores less than 60 out of a possible 92 points:

Here are the items covered in the personal history record, and the table of weightings:

1. Age	Score	9. Years on last job	Score
50-	4	less than 1	5
45-49	5	1 to 2 years	1
40-44	2	2	3
up-39	7	3	6
2. Height		4-5	8
72"-up	7	6-9	10
70"-71.9	5	10 or more	5
69"-69.9	4		
up-68.9	3		
3. Marital status		10. Experience in maintenance	
Married	5	None	3
All others	3	Any amount	6
4. Number dependents		11. Average number years on all previous jobs	
4 or more	0	1-2 1/2	3
3	3	3-6	5
2	6	6 1/2-10	8
1	7		
none	3		
5. Thousands of insurance		12. Average monthly earnings on last regular job	
10 or more	5	Up to 150	5
5 to 10	6	150-199	4
1 to 5	3	200-249	8
none	6	250-349	1
6. Amt. of debts		350-399	5
None	4	400-up	6
Current	6		
\$500 or more	5		
7. Years of education		13. Reason for leaving last regular job	
Grades 1-8	6	Still employed	10
9, 10, 11	3	Job discontinued (depression)	7
12, Col. 1	6	(co. folded)	
Col. 2, 3	0	To better self (positive)	5
Col. 4, more	5	Negative reasons (friction)	2
8. Number of clubs			
None	6		
One	4		
Two	6		
Three, more	3		

Lines Differ, As Do Tests

To men in other industries, some of these scores might seem strange. In fact, these scoring weights would in all probability be invalid and misleading if used by another company, since standards must be based on research on the men in each sales organization. Naturally, for a force of men selling cosmetics or heavy machinery, or life insurance, or food products, the ratings might be very different on many counts. For Tremco, a man who has had only grade school education has a slightly better chance of making good than a man with a college degree. More than three children is a definite handicap. Persistence in previous jobs and employment at the time of application are the two most important factors in the lot.

Page four of the interview blank (see page 10) suggests under classified headings, questions the sales manager should ask to obtain full information about his candidate. As a rule the first personal interview lasts about 45 minutes, about half of which is devoted to questioning the applicant, and about half to selling the job and the company. In the second interview the major part of the applicant's history is covered, and tactics are changed: An effort is made to *unsell* him on the work by stressing its difficulties. If, by this time, applicant and company are still interested in each other, references are investigated. Every effort is made to see personally those whose names are offered as references. The third session is usually a strictly employment interview.

Goldfish Bowl Missing

Pages two and three of the interview blank (see page 11) are designed to help the sales executive analyze the meaning and importance of the information that has come out of the interviews, to help him classify and analyze his own opinions about a man, and to appraise the interviewee under each of the nine important heads mentioned earlier. By grading on each point from very poor to excellent, the sales manager can then draw a "profile" which, used in connection with the personal history rating, can help him materially in deciding whether a man should be hired.

As in the case of almost all rating plans now known in which an attempt is made to appraise potential sales ability for a given sales proposition, the Tremco rating system is more accurate in spotting the "lemons" than it is in identifying men of exceptionally marked sales talent. However, the correlation, even there, is marked, for among the 80-odd men now on the Tremco sales force, only two who scored over 60 are currently earning less than \$2,000 a year. Of those whose scores were less than 60, only one earned more than \$2,300. The remainder who scored less than 60 represent roughly the poorest producing fourth of the men in the field.

It scarcely needs to be pointed out that a system which does nothing more than to eliminate the men who have the least chance of making good, may be worth a tremendous saving in supervisory time and actual cash outlay for training in a year's time.

Says Ronald Brown, Tremco general sales manager: "Since the science of aptitude testing is admittedly still in the process of development, and since

the majority of us still have to rely primarily on judgment in selecting candidates for the sales force, it seems especially important to me that we give more study to something that seems to have been pretty much neglected: The technique of interviewing men.

"The more hiring a company has to do, or the more men it must interview to find suitable candidates, the more important the job of interviewing becomes. In the first place, it is next to impossible for a man to see, say, 20 men in a row, and retain any very clear mental impression of the personality and background of each, unless he has some system which standardizes his interviewing procedure and gives him some automatic method for recording his findings.

Elicit Pertinent Facts

"It's quite possible for a sales manager to spend two or three hours talking with a prospective candidate without getting at basic information which is highly pertinent to the problem of judging that man's qualifications for a specific job. Realizing this, we first (with our psychologist) attempted to define as best we could, what facts about a candidate were pertinent to a man's chances for success selling Tremco, and then we developed a line of inquiry (represented by page 4 of the interview blank) which was designed to elicit information along those specific lines.

"We do not consider our system perfect by any means, but we're certain that it is a marked improvement over more hit-or-miss, casual methods of interviewing and selecting. It's difficult to measure the net worth of any such system because the final success or failure of a salesman depends upon other factors which are fully as important as intelligent selection in the first place: Such factors as training and supervision, for example.

"One of the big temptations in hiring is to take the best man out of a given group, even though he may not measure up to the minimum qualifications really needed for the job. If we do this, we not only run the risk of losing our investment in training this man through his early collapse, but we may ruin a good territory by placing it in his hands, or arrest the profitable development of a new territory of high sales potential. A standard evaluation procedure helps a great deal in heading off this common mistake."

(See page 109 for a description of the sales control plan through which Tremco straight commission men plan their work three months in advance.)

A SUGGESTED OUTLINE

for Interviewing Tremco Salesmen

WORK HISTORY: BEGIN WITH HIS LAST JOB, AND WORK BACK TO THE SCHOOL YEARS

Items to check about his history:

Any jobs related to Tremco selling? Any mechanical? Any analytical? Call on building maintenance or construction men? How long on each job? (stability). Any creative selling? Reasons for leaving each job. (Friction, Dismissals, Good judgment?) Which job liked best. (Interest and enthusiasm about jobs.) Any strong loyalty or attachment to any employer? Approximate earnings on each job. Was last job a step upwards? Is he ambitious? (Is he on the way up or down? Past his peak?) Many wide shifts in type of work? Any shift in major life ambition? Has he tried any wild impractical projects?

EDUCATIONAL HISTORY (LEAD INTO THIS FROM HIS FIRST JOB HELD)

College attended:

Major subjects studied. Which liked best? Which disliked most? Any difficulties with any subjects? In general, preference for Sciences, Math vs. English, Social studies, etc. (Interest in practical or theoretical and artistic.) Extracurricular activities. Sports. Dramatics. Fraternity. Social. Offices held. In general, were you about an average student, little below, or above average? Did you work your way through college?

High school (same line of questions):

Was this in your home town? Living with parents then? (This makes natural bridge to topic of family background.)

FAMILY BACKGROUND

Are your parents still living in.....? Do you have brothers and sisters? (Get order of birth. Differences in age of those next to him.) Father's occupation? Mother's occupation if any? What sort of a person was your father? How would you describe him? (Note affection or lack of it in way he tells about him.) What sort of person was your mother? Were you closer to your mother or to your father? (or neither). Occupations of brothers and sisters who are working? How successful is each? (Look for competition for our applicant.) To which one were you closest? (Whom did he love or hate? With whom did he compete? Was it unfriendly or unfair competition?) (Act interested in his family so that he will "loosen up.") (Did he have a place of special importance in the family circle as, favorite or black-sheep?) Was your family a close group, or just a lot of individuals living together? Was there much conflict? Did F. and M. get along all right? (Look for signs of extreme dependence on family, or strong resentments and conflicts.) Were you closer to your father and brothers, or to the women of the family? In general, do you prefer to deal with men or women?

WORK, MONEY, AND DISCIPLINE IN THE HOME

Were your parents pretty strict about discipline, or easy-going? (Best if discipline is firm but fair and dependable. Not pampered.) Was your home run on schedule and with some regularity, or easy-going? Did you have some regular chores or jobs around the home, as a boy? (Was he taught work habits and work attitudes?) Were you held responsible for these jobs? Any jobs outside of the home—as, paper route, lawns, help at a store. (Was he independent of family, on his own, get his own jobs?) How did you get your spending money? On an allowance? Or paid for jobs? Did you have a savings account as a boy? (Save for bicycle or something? Learn value of \$.) Was he encouraged to accumulate? Was money stressed a lot in your home? Or was it in the background? Was there a family budget? Was money given to you freely? Did you have life insurance as a boy?

PRESENT DOMESTIC AND ECONOMIC SITUATION

Married? Children? Any other dependents or relatives living with you? Ages, sex, schooling of children. (Note enthusiasm or lack of it in talking about family.) Wife working? Any other source of income? What is wife's attitude toward Tremco proposition? (Are her ideas important to him? Is he too dependent on her?) (Any sign of friction? Is wife a positive force in his life?) Own your home, or rent? Mortgage? Any other large debts? (Any financial pressure?) Have current bills at stores? (Does he have credit?) Life insurance? Very heavy loans against it? (Is there cushion here?) Savings account now? Any reserve? Could you finance yourself for 6 weeks or so while getting started? (Will living standard need to be adjusted?) What is your principal need for money at present? Or is it a secondary matter? (Is money related to INCIDENTAL or PRIMARY life aims?) What are your principal hobbies or interests? (Is his life centered around the trivial and immediate—as, sports, good times, getting a job—or around getting ahead, building future?) Do you belong to many clubs? (Not too many scattered interests is better.) (Does he appear to be emotionally upset at present for any reason?) Is your health entirely satisfactory? . . .

The Tremco interview blank carries a series of questions designed to aid the sales executive in his talks with candidates for the sales force. It suggests a logical line of discussion, insures coverage of all important ground. Only part of the copy is quoted here. Naturally the subject matter is governed by the specific qualifications Tremco seeks in salesmen, but any company in another industry could easily develop something similar for its own use.

RATING CHART FOR TREMCO SALESMEN

1. CAPACITY FOR DAY-AFTER-DAY PLUGGING

Reminders:

On previous jobs did he work regular hours; make 8-10 calls a day; dig up his own prospects; work on his own without supervision?
Did he change jobs frequently or stick it out? Does the darker side of our proposition make him hesitate? Does he have courage, "guts"?
In the interview, was he business-like, direct, aggressive, decisive? Was he prompt? Did he have other things planned for the day?
As a boy, was he trained in regular work habits; given jobs and held responsible for them; earn his own money? Was home discipline firm, regular, dependable, but fair? Did he shift for himself a great deal; get his own jobs?

2. MONEY-MINDED. ORDER-CONSCIOUS

Reminders:

In talking about his selling experience did he stress the amount of money he earned, rather than the fine company or product or contacts? Did he measure his success in terms of earnings? Most interested in money?
Does he have records or other proof of ability to "close" business?
Did he carefully check into the money-making potentialities of our job? Does he prefer to work on commission rather than salary? Did he try to close the deal with you?
As a boy, was he taught to earn and accumulate money? Or was money given so freely that it did not mean much to him? Did he save to buy something he wanted badly?
Was money emphasized in his home by his parents, either because of saving, financial stringency, or to buy things?
Is his present situation such as to make him want money strongly—as for family needs, to prove his worth to himself, do as well as a brother?
Is he ambitious to improve his status? Does job record show that changes were made principally to increase earnings?

3. CAPACITY FOR SOCIAL AND EMOTIONAL ADJUSTMENT

Reminders:

Is he physically impressive—in height, weight, unique manner? Physical handicaps or peculiarities often cause defensiveness.
Is he interested in people, likeable, friendly?
Does he generate enthusiasm, optimism, confidence, self-reliance?
Is he on the up-grade occupationally, or past his peak?
Is there ANY indication of friction with past employers? Any strong sense of loyalty to some employer? Was he fairly treated, or does he blame others for difficulties? Has he been out of work long enough to be "soured" on the world?
In high school, was he taken into clubs? Was he elected to offices?
Did he like his father and brothers (perhaps more than mother)? Does he want to be like them in occupation (or like mother)?
Was his family relationship friendly and cooperative, or was there conflict, insecurity, lack of love, antagonism in the background? Was competition with brothers (or sisters) too bitter, unfair, discouraging? Was home discipline firm but fair—with neither pampering nor autocratic domination by anyone in the family?
Is he happily married? Interested in children? Is his home-life a positive force in his life, rather than neutral or negative?
Does he want to lean on someone emotionally (parents, wife, on you)? Will he lean on Tremco, on you, on quality products, for security? Is he "tough" emotionally? Can he "take it"? Makes his own decisions?
Should not show defensiveness in his attitude; want to prove that he was right; monopolize the conversation; be too "cocky" in his manner; be extremely egotistic rather than merely self-confident; brag about his conquests over people with whom he had differences. Should not be self-critical, apologetic, or feel inferior. Does he feel like a failure because his standards are too high?
Is he emotionally upset at the present time for any reason—as debts, illness, doubts about his own ability, domestic conflicts, etc.?

4. CAPACITY FOR INTELLIGENT PLANNING

Reminders:

On previous job did he zone his territory; plan each day's work; plan sales approaches rather than trust to luck and his personality; keep his own records and customers file; go about the job systematically? . . .



Ewing Galloway

←
When you interview prospects for your sales force, do you let the conversation wander all over kingdom come, or do you program it, direct it to specific objectives? Tremco's interview blank will offer some helpful suggestions for making hiring easier—and safer.

→
And after you've interviewed your man, do you find it difficult to integrate your thoughts about him? — hard to evaluate your knowledge in terms of the qualities you know to be of greatest importance to potential sales success? Take a cue from this plan—it's both sound and logical.

After a prospective salesman is interviewed, the sales manager rates him (excellent, good, average, poor, very poor) on each of nine points which company experience has shown to be of paramount importance. After answering the reminder queries, the sales executive forms his judgment on the point being considered. Only a sample of this portion of the interview blank is shown here. Please see the article beginning on page 8 for full details.



Underwood

Does he have the makings of a good salesman? An aptitude test may go far toward providing the answer.

1. What is aptitude testing?

Aptitude testing is a procedure through which business attempts to estimate an individual's potential fitness for specific types of work. It may be applied to factory employees, office employees, and/or sales personnel.

2. Why are so many business men now interested in aptitude testing?

Recognizing the high cost of turnover in employees, and the weaknesses of the purely personal appraisal method of hiring and directing workers, executives are reaching out for something more scientific in its approach. Likewise, business now more broadly recognizes its social responsibilities to those it employs—the desirability of having happy, healthy employees who are adjusted to their work—"round pegs in round holes." Business is only beginning to learn how to capitalize on the human talents within the organization.

3. How far advanced is aptitude testing as a science?

It is well advanced, but much research is still needed. Because aptitude testing started first with factory and office employees, more is known about testing these classes of subjects than about testing salesmen. A body of background research data is rapidly accumulating on this latter phase of testing, however.

Thirteen Questions About Aptitude Testing

A primer for general managers and sales executives who want the basic facts about a management tool which is now beginning to be used in many different industries as a means for finding and developing more efficient man-power, both in factory and office, and on the sales force.

4. Do many companies use any version of aptitude testing?

Yes. Hundreds.

5. What has been their success with it?

Briefly, where the testing has been done competently, the majority of the companies utilizing the procedure believe it to be definitely helpful as a management tool. Some companies now test all office and factory workers. Some are making remarkable progress in testing salesmen. In addition, aptitude testing is being used to help sales executives pick men from the ranks of salesmen for promotion to supervisory jobs requiring executive as well as general sales ability.

6. How is aptitude testing done?

It usually consists of a battery of tests of different kinds, each kind designed to measure some distinct ability necessary for work performance. It is usually done by an organization trained in this kind of work. A typical battery of tests takes from one and a half to four hours of the applicant's time.

7. Can a company buy standard tests and administer its own examinations, interpret its own reports?

Generally speaking, this procedure is not satisfactory. Tests often need to be "hand tailored" to each task, based

SALES MANAGEMENT

on job analysis. Moreover trained judgment and a background of research reference data are needed to interpret intelligently the results of such tests. This is the point in aptitude testing about which there is the most confusion. You cannot buy test blanks, have them filled out, get a "score," and by any hocus pocus, come out with any meaning that is significant. Unless you have had some substantial training in applied psychology, you, as a layman, will not even understand the reasons for many of the questions which appear in the various tests. However, this can be said: Under some conditions, after a satisfactory procedure for testing has been set up for a given problem in a specific company, that firm may be able to carry on its own work along these lines.

8. Do all consultants in the field use the same tests?

No. While procedures may be similar, the make-up of the various batteries of tests may differ, and so also may the techniques of evaluating findings. After all, jobs bearing similar titles may differ greatly in requirements.

9. Does an aptitude test differ from a temperament analysis? From an intelligence test?

Usually the words "aptitude tests" are used to cover the whole range of tests whose purpose is to evaluate one phase or another of an individual's fitness for a particular job. Aptitudes may be classified as physical, intellectual, mechanical or emotional. Many aptitude testing programs as they are being administered today by qualified psychologists, include both a temperament analysis and an intelligence test.

10. What are these tests we're talking about?

Some of them consist of series of questions to be answered by the subject. Some include mental problems—involving arithmetic, word fluency or memory for example. Still others utilize "work samples," as, for instance, putting together properly some mechanical assembly. Still others gauge reaction time, steadiness of hand, visual span, and muscular coordination. There are many hundreds of types of tests now in use. Broadly speaking, there are tests to measure all the aptitudes necessary for manufacturing and production; tests that measure clerical and office management capacity; tests to measure sales management aptitudes. These tests meas-

OCTOBER 10, 1940



Editor's Note

To readers of long standing, this October 10 issue of *SALES MANAGEMENT* will need no introduction. To new subscribers, perhaps a word of explanation is in order.

Because the single problem which most persistently worries the American company president or general manager or chief sales executive, is that of finding and building efficient man-power, the editors of *SALES MANAGEMENT* some years ago decided to devote one entire issue to this subject: An issue which represents a distillation of adaptable ideas on hiring and training salesmen, paying, stimulating, equipping and controlling salesmen in the field. This year we have added some material on the salesman and the company's advertising.

In addition to this complete issue on management of the sales force, *SM* attempts to schedule for every regular issue at least one feature article on some phase of hiring and handling salesmen.

In lieu of our inability to thank personally all of the hundreds of sales executives who cooperated in the preparation of this issue, here, via the printed word, we express gratitude and appreciation.

A. R. HAHN,
Managing Editor.



ure an individual's mental ability, vocabulary, personality traits, specific clerical, sales and mechanical aptitudes, social intelligence, and "trainability."

11. What are the applications of aptitude tests as far as salesmen go? For example, can they be used to aid in selecting men, in promoting salesmen to jobs requiring executive ability, in training men?

Enough case histories now exist to show that aptitude testing can be helpful at least in some degree, in all three problems. It can help in the selection of men by setting up minimum standards which are established (on a custom basis) by testing the present sales force. By statistically comparing test results with known production results, it is possible to determine what makes a good salesman for that particular business, and then set up a range of standards for hiring. Aptitude testing is helpful in training because it indicates the areas of strength and weakness in salesmen and enables a company to set up proper corrective measures.

12. In testing salesmen, are standards used by a company in one industry directly applicable to a company in another industry?

Except in the broadest sense, no. A general aptitude test may show whether a man is temperamentally fitted for selling as a career. But the specific needs of a specific company, the type of product sold, the character of the market to be reached, etc., introduce a custom element into every job, especially from the standpoint of the correct "weighting" of the various factors in the test.

13. What do tests by recognized consultants cost?

This depends upon the job to be done, but roughly, charges usually run between \$5.00 and \$25.00 per person tested.

(In forthcoming issues of *SALES MANAGEMENT* we shall present a series of articles on various phases of aptitude testing. As we have pointed out before, on a subject as complicated as this one, in a field where there is still a vast amount of experiment to be done, the recognized authorities disagree among themselves on many points. The *SALES MANAGEMENT* editors endorse no system as "best," make no attempt to reconcile the various points of view which will be expressed.

All of the articles which *SALES MANAGEMENT* will print have been developed with the assistance of various psychologists and consulting organizations active in the field. One of these will appear October 20.—THE EDITORS)



Westinghouse

Talked in sweetly, it often came out sour . . . but not the second time.

6,000 Recordings Show Westinghouse Men How to Polish Sales Technique

When the salesmen heard their own sales talks "played back," they picked flaws galore in their own presentations and set about correcting them . . . then a second set of recordings was made, with amazing results.

BY FRANK R. KOHNSTAMM

*Sales Manager,
Westinghouse Merchandising Division,
Westinghouse Electric & Mfg. Co.,
Mansfield, Ohio*

VISUALIZE 6,000 retail salesmen assembled in a large auditorium for a sales training meeting. Then visualize each one of these salesmen, one after the other until all 6,000 have participated, hearing his own voice as he delivers his best sales story to a prospective buyer.

Such a meeting would last 450 hours, or 56 working days. But that, essentially, was "Part 1" of the Westinghouse Sales Audition Program, conducted this year in stores all over the country by the Westinghouse Merchandising Division to help retail salesmen improve their all-important first few minutes with a prospect.

In "Part 2," weeks later, after a period of study, each salesman made a second recording—on the reverse side of the same record. Improvement was strikingly evident. Money prizes awarded locally, by districts and nationally, helped further to stimulate a wide-awake interest in the novelty of the plan aroused.

This sales training activity, the most ambitious effort of its kind that we have undertaken to date, produced results even exceeding our expectations. Our records show many instances of sales increases which can be traced, entirely or in part to this training program. Enthusiastic comment has come from hundreds of our distributors,

dealers, and the salesmen themselves.

Because first impressions are lasting, what the salesman tells the prospect in the first few minutes is of paramount importance. Moreover, many buyers, when they arrive at a sales floor, have only a few minutes to spend.

Realizing these accepted facts, we conceived the Westinghouse Sales Audition as an opportunity not only to find out what retail salesmen were telling prospective purchasers about our refrigerators and ranges, but to help them analyze and improve their presentations.

Operation of the program was simple. We simply asked the salesman to record on an acetate disc what he had been saying to his customers about these appliances. In a period of four months, more than 6,000 of these sales talks were recorded, and . . . here's the significant point of the entire program . . . each salesman had a *second chance*.

The program was conducted by eight district sales application supervisors who set out with recording equipment and blank records and began calling on the large volume accounts. With the help of the distributor, the supervisor first persuaded the sales manager of the account to make

the recording, then the salesmen themselves.

It was essential that the salesmen be convinced that the program was worth while, because unless they felt that the activity was to their advantage their response, naturally, would be lukewarm and the results disappointing. Many salesmen were dubious at the start about making records. Salesmen with years of experience hesitated to put down what they were saying to their customers.

Usually, however, in any group there was one leading producer who was willing to place his presentation on a record. The others soon joined in, and the recording equipment was kept busy.

Setting up of a national competition, with cash prizes, stimulated interest in the program. Two first prizes of \$1,000 each—one for the best recording on refrigerators and the other for the best presentation on the range—were offered. In addition, distributors offered local prizes of \$10 to \$25 for the best recordings in their territories, and the Westinghouse district offices offered \$50 cash prizes for the two best recordings in each district.

Selling in Five Minutes

One provision of the contest rules was that any entrant was allowed only as much time as it took the record to run—about four and one-half minutes—to make his recording. The other major provision was that in each contest—distributor, district, and national—judges were to be retail salesmen, because they were accustomed to selling the product and knew the effectiveness of the points used by the contestants.

The district sales application supervisor took the recordings of a group of salesmen during the day. That evening a group meeting of all salesmen who had recorded their presentations was held. All the records were played. The names of the participants were not announced. Instead, the records were identified only by number, and the group voted as to which was the best record.

Invariably, after hearing the records played, the men began a serious and enthusiastic discussion on how their presentation could be improved.

This discussion was led by the Westinghouse supervisor, who offered suggestions on the points which should have been included in the records. These points concerned the selling formula used in Westinghouse sales training activity. These points are:

- (1) Classify your prospect.
- (2) Tell your story in terms of your prospect's interest.

- (3) Ask for commitments.
- (4) Answer objections.
- (5) Ask for the order.

After hearing their first records played, the salesmen welcomed an opportunity to improve their presentations. Virtually all of them embarked on an intensive program of study, on the product, in their training manuals, on their style of presentation. Hundreds of them voluntarily told the supervisors that they had never realized before various weaknesses in their own presentations.

Hear Yourself as Others Do

Usually the original record showed the salesman apparently had little idea where he was going. He often got off to a weak start, then stumbled along, with plenty of "ers" and "ahs." Most of them knew the "nuts and bolts" story of a refrigerator or range, but very few of them presented these facts in the best possible fashion. Many of them failed to classify the prospect, or to ask for commitments, or even to ask for the order.

The salesmen were most critical of their own presentations. Most of them were amazed at the faults they discovered in their own selling stories. Many of them took the supervisor aside and asked for his suggestions.

One salesman in Minneapolis told his sales manager, "If that's the way I sound to a customer, it's no wonder I haven't been making sales." Another said, "I have been selling Westinghouse refrigerators for years, but never have I had an opportunity such as this to hear myself as others hear me."

There were marked differences in the various presentations. For instance, one man would say, "There are four reasons why you should buy this refrigerator." Another would say, "There are seven reasons why—". Some spoke as if they had taken their talks verbatim from the sales manuals or from the national advertising. Some spoke in simple understandable language; others described the products in language which may have been correct, but which might not be understood by many prospects.

In some cases the best records were made by salesmen who were not the high ranking salesmen. This usually indicated that these men needed additional work on closing, and the supervisor worked with them individually on this point. Some inaccuracies in the description of the products also were discovered in the recordings, and these, too, were corrected.

When the supervisor returned for a second meeting, the men were well prepared to make their "repeat" re-

cordings. (Which meant, of course, that they were equipped to do a better job on the sales floor.) This second recording generally was made from either notes or manuscript. The records were then submitted in the distributor's territorial contest. The winners there were entered in the district contests. District winners were entered in the national competition.

The difference between the first and second recordings was startling. The two most significant points of improvement were in the organization of the presentation and the delivery. Instead of a rambling style that characterized many of the first recordings there was a well-ordered, carefully-planned approach which demonstrated that the salesmen had devoted much effort to organizing entirely new presentations. Greater knowledge of the product and closer adherence to the Westinghouse selling formula were obvious.

The halting quality of the delivery evident in many of the first recordings was gone. Instead there was a new assurance in the voices of the men, indicating that they felt more conversant with the subject, more sure of themselves.

Acceptance Proves Value

To us, the best proof that the audition program was successful is the fact that many utilities, department stores, and furniture stores whose salesmen participated in it have purchased recording equipment and plan to conduct training programs involving the recording of presentations.

One utility sales manager wrote us, "I believe that this is the first time the salesmen really sat down and worked out a logical, plausible, story with a punch behind it. As a result, all their future presentations will be made in a much finer manner and with infinitely better results." Another said, "The way they prepared themselves would have done us a lot of good, even if no records had been made." Many sales managers wrote us, "Take as much time as you wish for meetings of this sort."

The retail salesmen who acted as judges in the final national contest awarded the \$1,000 first prizes to C. J. McGee, salesman for the Ohio Public Service Co., of Massillon, for his presentation on the range, and to Harold Eshelman, of the Eshelman Music Co., St. Louis, Mo., for his presentation on the refrigerator.

The audition program required the time of eight men for a four-month period, eight recording machines, and the required number of 12-inch double-faced records.



Goodall Co. salesmen made snappy use of Palm Beach advertising this year with "gadget" presentation to store executives (Page 31) which got Palm Beach promotions off to an earlier start with greater use of newspapers by important dealers in cities all the way across the country.

Ads in His War Bag Put More Punch into Salesman's Work

But he must believe in his company's advertising, know its aims and be equipped to use it quickly, interestingly with sales-pointed data. How companies in many fields get this important job done.

A COMPANY'S advertising can be the salesman's "right arm"—*if* he understands it; *if* it's good; *if* he's equipped to use it. Whether it's newspaper, magazine, business paper, radio or outdoor advertising, salesmen calling on dealers or direct customers can make any advertising appropriation do a-dollar-and-a-half's work for every dollar expended—if they know how. The cases reported in the following pages prove the point. The country is full of other examples, a few of which are briefly mentioned here.

First, salesmen must believe in their advertising. They should know why their company advertises; why certain media are chosen; why these are expected to attain desired sales objectives; why the copy theme is good; how the budget was determined; how advertising is tested; how inquiries are handled; how advertising benefits salesmen; and, most of all, how salesmen should *use* it.

This can be done in sales meetings by big stage presentations, sometimes with motion pictures (Dodge-

Plymouth) or slide films (Coca-Cola); by sales-and-advertising-manager talks, often using outside advertising authorities (Lamson & Sessions, makers of bolts, nuts, screws); by dramatic skits (General Electric) even with "girly shows" (Union Oil of California); by training salesmen in the advertising department (A. M. Byers, wrought iron manufacturers); by any means that interest salesmen and fix main ideas in their minds. It

is followed up with advertising sessions in branch meetings and by direct mail that never lets men forget.

Equipping a salesman with advertising material he can use *readily* is important. A big bundle of reprints is not enough—often it is too much. He may have only 11 minutes with a grocer or druggist or 30 minutes with a machinery distributor. He's there to get an order. Advertising is only one of his tools. Kellogg men carry a booklet of 12 big pages with cartoons and brief copy about "The Vitamin Kidnapping Case" showing grocers how Pep cereal advertising is selling the vitamin idea to consumers—"reading time—1½ mins." Hills Bros. salesmen have a single folder, "Take Any Advertisement," with a sheaf of



SIX DO'S FOR SALES MANAGERS

1. Sell your advertising to your own men. They can make \$1 in the ad budget do a \$1.50 job—if they will!
2. Teach them the "whys" of each campaign. It's *their* advertising. Make them feel it.
3. Show them ways to use it on every call—as an opener or a clincher. Wring all the by-products out of it.
4. Equip them to show it in big, brief, sales-pointed form that interests *them* as well as customers . . . a dry sheaf of reprints will not do.
5. Give them good *localized* advertising data too—if it's a national campaign. "Right here" stuff counts.
6. Keep whetting them up on using their advertising. Tell them how others do it. Go out and show them *how you* do it!

SALES MANAGEMENT

FROM TOM-TOM TO TELETYPE



In African jungles, messages are often transmitted by talking drums—a method that is slow and limited to the distance an ear can hear.

In American business, messages are transmitted by “talking” type—a method that carries written words any distance as *quickly as they’re typed!*

Many businesses benefit by the up-to-the-minute efficiency of typing-by-wire. It helps speed orders to waiting customers . . . flashes specifications accurately to far-off factories . . . records stock transactions as they’re discussed between distant points . . . saves time, mistakes and money in many other ways.

A Bell System representative will be glad to tell you about this modern communication method. Call him through your local telephone office.

BELL SYSTEM TELETYPEWRITER SERVICE



reprints in the back-flap, any one of which sells the effectiveness of the current campaign. Brevity counts.

Most well-equipped salesmen carry advertising circulation data. National figures are impressive but local breakdowns are more so. "Dealers won't look at it" complain a few sales managers; but the vast majority opinion is: "Localize the advertising and it does its job." Says Victor Benson of Pennzoil: "We go farther than merely showing local break-downs. We interpret these local figures, per 1,000, to a dealer in terms of gallonage and dollars in his own back yard. It gains his attention."

City newspaper campaigns are already localized. Letters from newspaper executives help a salesman make advertising proofs talk louder. So do the merchandising aids which many papers are set up to deliver. One of the most successful campaigns for G-E cleaners on the Pacific Coast was made

so last Summer partly because men from the "Big Four" Hearst papers called on hundreds of dealers both before and after a big color insertion had run, their reports putting much useful data in the hands of local distributors' men.

A salesman with an advertising campaign behind him has a sharp tool in his kit that's effective—if he uses it. It is even a truism that a man with a small or moderate campaign *that he uses regularly* has an advantage over one with a big campaign *unused*. Whether he carries a copy of a publication containing his current ad merely as an opener (many Realsilk representatives do this) or a thoroughgoing advertising presentation depends upon his market. In any case, if he's advertising-equipped he's better armed to get business. How it is done by several companies in a variety of fields is shown on the following pages.



"Look Homeward, America," the theme-song advertisement of Certain-teed's 1940 selling campaign with Advertising Manager John Huggett (left) and Vice-President C. E. Stedman.

"Look Homeward" Theme Gives Certain-teed Men Ads They Use

"LOOK HOMEWARD, America" was a famous 1940 advertisement. And "Look Homeward, America" was a famous phrase in 1940 selling of building materials. It was the keynote of a Spring and Summer \$2,000,000 advertising campaign by Certain-teed Products Corp., New York, which was merchandised by the salesmen and publicized up to the hilt. Certain-teed salesmen got more selling help out of it and made more direct use of their company's advertising than at any time in a decade.

"Look Homeward, America"—the first of four full-page advertisements—ran in April 13 *Saturday Evening Post*; in *Better Homes & Gardens*, *American Home*, *Sunset*, *Farm Journal* and *Farmer's Wife*; in 10 big-city newspapers from coast to coast; in a long list of business papers read by dealers, architects, builders, accompanied by special copy telling each division of the building industry what Certain-teed was setting out to do. Also it appeared as the heart of newspaper tie-up pages during a two-months period in more than 50 other

papers with supporting copy by local units of the industry.

The appealing build-or-improve-your-own-home copy theme was general, designed to benefit the building industry as a whole, with only casual last-paragraph mention of Certain-teed, and the artwork was striking.

The publicity push this advertisement got was tremendous. Advance preprints were mailed to dealers, architects, builders everywhere; to government, state and local officials; to publishers; to nearly everybody Certain-teed could address. Color blow-ups, some on easels, appeared on dealers' walls and windows, in chambers of commerce and building and loan offices, in bank lobbies. Copies on parchment went to many U. S. and business executives. Direct mail pieces to various groups repeated it. Booklets and folders of important personal comment followed. Magazines on the schedule mailed it out in thousands to dealers, with letters from the publishers or in the form of colorful four-page miniatures of the magazines. Parts of the copy were read on 15-minute local radio shows in eight cities to reach more consumers.

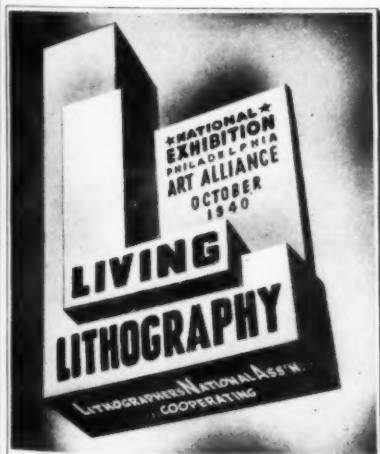
Certain-teed salesmen received their advertising material in February during 14 big regional meetings for branches and dealers—C. E. Stedman, sales vice-president; John Huggett, advertising manager and Charles P. Pelham of the company's advertising agency, Fuller & Smith & Ross, Inc., flying from city to city. It was the main new sales tool for them to use in what Certain-teed called "The Lucky 40's" sales campaign.

A big play was made on "Look Homeward" in these sales meetings. In some of the cities the company's first newspaper advertisement was timed so that, at the proper moment, newsboys dramatically broke into the meeting waving special copies of that day's paper carrying the full page.

Certain-teed salesmen took their big, 16-by-20 inch heavy-backed campaign portfolios and went out to deliver the story while local publicity (Mr. Stedman's "business-is-better" statements were quoted broadly) was still hot.

In the salesman's hands, of course, the main advertising impact of the portfolio was upon dealers. The book opened with several pages about the upswing in business, the size and importance of the company, its personnel, and so on, before it got down to the advertising campaign.

But a couple of neat personal touches appeared right at the start: The very first page following the "Lucky 40's" slogan carried an outline picture of an office door with a window into which the salesman



A National Exhibition sponsored by The Philadelphia Art Alliance, to: "Honor the tremendous recent strides made by Lithography as a commercial technique, and to foreshadow its future development, technically and artistically."

MODERN, colorful Lithography, conceived with intelligent ingenuity, developed in good taste, and produced by craftsmen imbued with pride of quality accomplishment . . . a dominant factor, indeed, in our American way of living, thinking and doing. This current Upjohn Window Display is just such a factor.

AVITAL and arresting pictorial by Norman Rockwell (a separate piece for permanent wall decoration), plus restrained but potent "sell" in copy and illustrations, make the complete ensemble just about everything a display should be to sell Upjohn products and support the prestige of an ethical concern.

Consult FORBES For Creative Cooperation

FORBES LITHOGRAPH CO.
P. O. BOX 513 • BOSTON

NEW YORK CHICAGO CLEVELAND ROCHESTER DETROIT



Personal touches in Certain-teed's advertising portfolio: Customer's name (top) on a card is slipped into the "office door" page before each demonstration. The salesman's own picture (center) can be put into the "target" spot among massed photos of Certain-teed's sales army.

In pages like this (bottom) the salesman shows what each part of each advertisement is expected to do for dealers: Headline "Human as Mr. & Mrs."; copy "Sells easy payments," "Puts wives to work for you," etc.; coupon "Gets hot leads." Thus the Certain-teed man makes the company's advertising mean something to every dealer.

could insert the name of the prospect he was addressing. And, to give the salesman himself a little "extra," a big spread of Certain-teed salesmen's pictures carried a target spot into which he could insert his own photograph—if he wished.

Then the portfolio revealed the "Look Homeward" advertisement which "35,000,000 pairs of eyes" were seeing; statements about it from dealer association officers, publishers, Federal Housing Administration executives; a spread of colored covers of all the magazines and newspapers on the advertising schedule; the three succeeding full-page advertisements in the campaign, with arrowed copy around the edges pointing out what every part of each ad was expected to do for the dealer (headline, "Human as Mr. & Mrs."; paragraphs of copy, "Puts wives to work for you," "Sells easy payments," "Gets action," "Builds confidence in you," "Sells all Certain-teed products"; coupon, "Gets hot leads"), and on through the entire advertising campaign.

"Johnnie" Advertising Is Pushed Hard by Philip Morris Men

It helps interest dealers in company's radio and magazine program and puts more displays in windows.

SEVEN HUNDRED Philip Morris & Co., Ltd. (New York) salesmen have a "natural" in their hands to hook up Philip Morris radio and magazine advertising with sales to dealers. It's "Johnnie Morris" the pint-size character who adds his familiar lines to every radio commercial, appears pictorially in every magazine advertisement—and in every piece of point-of-sale material. Dealer use of "Johnnie" cutouts is lavish . . . when the Philip Morris salesman has done his advertising job.

All salesmen get preprints of magazine advertising four or five times a year, with the schedule. (Once they carried local circulation breakdowns with territorial coverage maps; but not now. The schedule changes too swiftly). And they get monthly memos from headquarters covering all advertising by four-week periods. Actually they use their preprints only in spots. In many stores they merely take magazines off the dealer's own rack and turn to Philip Morris ads.

They use the three Philip Morris Tuesday, Friday and Sunday radio shows even more. They receive scripts of all commercials three or four weeks

Repeated mailings to salesmen—as well as to every group of their prospects—showing current ad reprints, displays of newspaper and magazine publicity, campaign by-products of many sorts, constantly emphasized Certain-teed's advertising and gave the men something fresh to use on every call—material which added many a "click" to sales calls that might otherwise have been colorless.

Certain-teed men, using advertising heavily for the first time in ten years, sent in a sheaf of reports indicating that it worked for them, getting new accounts, increasing old-account volume, stimulating dealer selling.

R. R. Galloway, general sales manager tells SALES MANAGEMENT: "The worth of any advertising campaign must be measured by the effectiveness with which its message is carried into the field by the sales force. Every move we made to draw the advertising program and the sales effort closer together has been productive of results and I believe the trend is to go still further in that direction."

in advance. They read these plugs to dealers. And they talk radio on every call. It gives them always a fresh angle: "Be sure to hear 'The Swing Fourteen' tonight!"; "Did you guess right on 'The Perfect Crime' last night?"; "Why not organize a party of your friends to hear 'Crime Doctor' Sunday? Maybe you—or one of your people—will win the \$50," and so on.

All this advertising is a big help to salesmen. They can show an impressive volume of it. Most dealers are already convinced of the boost this volume gives their own sales. A major part of the salesman's job is to get more "Johnnie Morris" displays into stores. The advertising story leads straight to this. The dealer knows "Johnnie"—has even seen him in person when the little fellow or his double is on tour—and he probably heard "Johnnie's" voice only the night before along with "millions" of listeners.

When the salesman says: "I've got a big new 'Johnnie' cut-out in the car for you. But they cost us \$1.45, so don't take it unless you can use it right up front," the standard answer is: "Bring it in!"

SALES MANAGEMENT

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BIGGEST NEW MARKETING NEWS IN YEARS!

U. S. Government Survey answers 4 of advertising's liveliest questions to show for the first time the huge opportunity in the Agricultural Market!

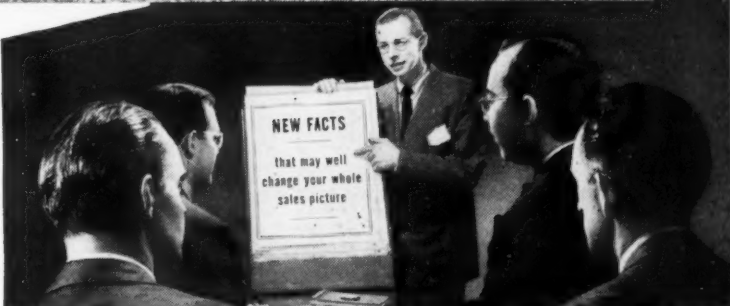
1. Today, the total retail purchases of rural families are twice as great as retail sales in rural* places!
2. Today's average rural family has *as much* money to spend as the average urban family!
3. Today's average rural family has *even greater* savings than the average urban family!
4. Today's average upper-half rural family is an *even bigger*, more important prospect for advertised merchandise than the average upper-half urban family!

*The term "rural" in this study refers to towns under 2,500 population and adjacent farms.

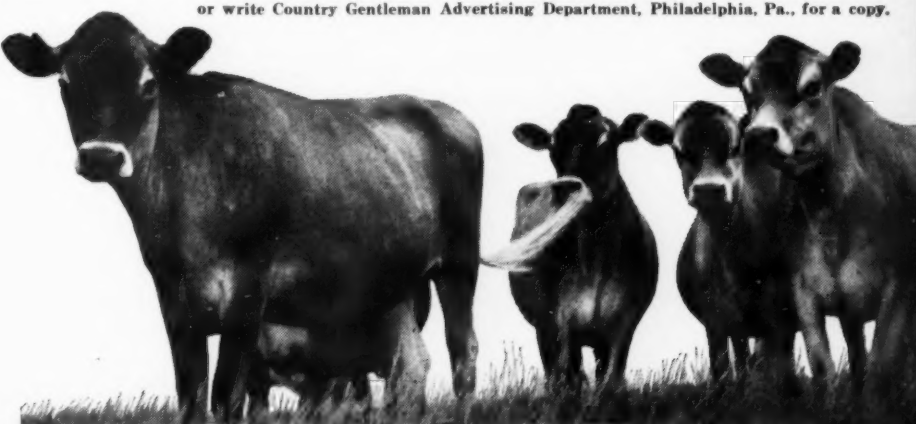
NO market in all history has ever been so definitely ripe for profitable selling as the upper-half of the rural field is today. In no other market has there ever been the concentration of such vast buying power . . . still undersold . . . and available to advertising through a single magazine.

That magazine is Country Gentleman. We support our claim of market dominance with two uncontrollable facts. First, our 2,000,000 circulation is among families whose income and standards of living prove them to be definitely upper-half. Second, Country Gentleman has an influence with its readers that is unique in publishing history. What other magazine can boast a hundred years of successful leadership of a group like the people of American Agriculture?

When one publication has the power to move a mighty market so obviously ready to buy, we believe that market and that magazine represent 1941's outstanding advertising opportunity!



It will pay you to see NEW FACTS THAT MAY WELL CHANGE YOUR WHOLE SALES PICTURE, Country Gentleman's analysis of the United States Consumer Purchase Survey. When our representative calls, let him show you this important study—or write Country Gentleman Advertising Department, Philadelphia, Pa., for a copy.



COUNTRY GENTLEMAN

AGRICULTURE'S TOP TWO MILLION

★ *MY! MY! BUT YOU'RE G*



NEW U. S. CENSUS FIGURES IN SPOKANE AND

	<i>Population Spokane</i>	<i>Population Spokane County</i>
1900	36,848	57,542
1910	104,402	139,404
1920	104,437	141,289
1930	115,514	150,477
1940*	122,462	164,230

**Preliminary*

Good Uncle Samuel can remember when this favorite little girl of his was no more than knee-high to a grasshopper.

Now the marks on the Census door, made in past decades, are left far behind!

When R. L. Polk & Co. made its impartial surveys of the Spokane Market in 1932 and 1936 and determined the boundaries of Metropolitan Spokane, Metropolitan Spokane and Spokane County were found to be almost identical.

In the fertile Spokane Valley and along the green-flowing "Little Spokane" river, thousands of Spokane's employed maintain delightful homes. Spokane's real growth, therefore, is reflected in the census figures for Spokane County given above—an up of 9.14%.

Census figures released for 20 counties of Eastern Washington and 10 counties of Northern Idaho show a gain of 10%, so that Spokane and its Inland Empire can safely count on a 1940 population of over 720,000.

THE SPOKESMAN-REVIEW

MORNING SUNDAY

SPOKANE,

Combined Daily Circulation

Advertising Representatives—JOHN B. WOODWARD, Inc.—New York—Chicago—Detroit—Los Angeles—San Francisco

GETTING TO BE A BIG GIRL!

RES
AND
SHOW SWEEPING GAINS
ENTIRE SPOKANE AREA!

Population Spokane Market

1900	284,980
1910	575,920
1920	636,404
1930	658,941
1940*	720,000

*Based on preliminary census returns



Census figures reveal a trend away from the big cities.

In light of this trend Spokane's population gain in the last decade is something to be proud of.

Many factors have contributed to this substantial growth: In recent years the building of Grand Coulee dam, largest man-made structure on earth; the great clearance project back of the dam; preparations for the development of the Columbia Basin, outstanding irrigation project; increased tourist traffic; plus the Inland Empire's phenomenal wealth of soil, its timber, minerals and other natural resources.

COMBINED CIRCULATION SPOKESMAN-REVIEW SPOKANE DAILY CHRONICLE

1900	16,720	1920	80,196
1910	58,162	1930	92,135
1940	over 120,000		

The table above shows that The Spokesman-Review and Spokane Daily Chronicle have more than kept step with the growth of their home city. Since 1900 Spokane city has grown 232.3%, Spokane County 185.4%, the Spokane Market 152.6%, and The Spokesman-Review and Spokane Daily Chronicle combined 617.7%.

Spokane Daily Chronicle

EVENING

WASHINGTON

120,000 An All-Time High

Color Representatives — Sunday Spokesman-Review Magazine and Comic Sections — Newspaper Groups, Inc.



Three handsome portfolios in sparkling transparent covers, each full of eye-stopping color and variety, enable Munsingwear salesmen to show customers the sprightly advertising behind each of three Munsingwear lines. They tell their stories quickly and easily.

Color and "Youth" in Ad Books Help Munsingwear Men Sell

WHEN Munsingwear, Inc., Minneapolis, put new *youth* and *style* and *beauty* into its lines for men and women, it put these same qualities into its advertising—and into the *selling* of its advertising by the 50 Munsingwear representatives. This year, particularly, the sprightliness in the advertising material each man carries compels such interest on the part of customers that Munsingwear men—even the older ones—know their company's magazine advertising is one of their best sales tools. They use it plenty. Munsingwear volume in city stores has risen. Cooperative local newspaper space has increased several hundred per cent.

Every man carries three beautiful 11-by-16-inch brochures, ring-bound in transparent flexible covers—one for women's glamorous underlovelies, one for "Foundettes" that give figure-ap-

peal, and a third that ruggedly tells the advertising story of Munsingwear for men. These books aren't fat and heavy. They come out of the salesman's car and go right into the store.

The salesman knows in advance—by experience—that these presentations are going to interest people. They hook the store advertising manager's eye because copy and art by the Kenyon & Eckhardt agency appeal to his professional skill. They interest merchandise managers because of the marketing sense that shows through from behind the ad. They interest salespeople—when the Munsingwear man gets a chance to gather those folks around him—because selling ideas are easy to pick up from the exhibit. They even interest top executives because of their verve and impressiveness.

The 1940 Spring advertising was first presented to the salesmen during

one whole afternoon of a headquarters meeting in December. They got their three handsome portfolios and some crisp advice on how to use them. Thereafter every man received weekly bulletins which always included mention of the advertising campaign, noticeable effects it was registering in various parts of the country, ideas from here and there on how to keep on working the portfolios.

The three books have a good deal in common. Each is made up of only about a dozen pages—so they're quick and easy. The sheets are of variegated lightweight board—so there's color, color, color and variety all the way through.

Each leads off with a page or two sounding the theme of the advertising campaign. Then come paste-ups of typical national ad preprints with hand-lettered and printed copy top and bottom emphasizing the youth flavor of the two campaigns to women and the man-to-man tone of the advertising to men. Usually a spread is devoted to reduced-size covers of magazines on the schedule, with total circulation figures. (Each salesman carries breakdown figures of local coverage.)

There follow pages of typical mat proofs for local store use, tied into the tempo of the current national ads, and a fanned-out page of Munsingwear copy that important stores have already run.

In the two women's wear books there are teasers in the form of cut-out pages revealing luscious glimpses of leg and body counter card artwork that's coming . . . on the next sheet . . . just for added interest as the Munsingwear man leafs along.

Nothing about these three Munsingwear portfolios goes into exhaustive detail. Each book quickly touches one main idea after another with strong high-light effect, leaving the salesman to supply full information wherever it is needed. Not more than 10 minutes is required to tell each of the three campaign stories.



←
Cut-out pages like this help add interest to the Munsingwear portfolios as the salesman leafs through his advertising story.

→
The salesman can show the dealer his national advertising and, at the same time, hammer home sales points about the product with a spread such as this.





**"YES, I KNOW YOU'RE BUSY, MISS WIGGINS . . .
BUT REALLY I'VE BEEN WAITING QUITE A WHILE!"**

BUSY? Miss Wiggins is overwhelmed! Her office still uses old-fashioned two-person dictation. In addition to typing and filing, handling phone calls and seeing visitors, she has to take dictation. It's no wonder she can't always leap like a stricken deer whenever Mr. Phipps rings for her.

Business today just can't afford the buzz-and-wait system. Hence within arm's reach of many a top-flight executive you'll find the ever-handy Dictaphone.

This modern dictating machine serves you *instantly*—at any hour. No need to call your secretary when you wish to dictate. And she is free to perform other secretarial work for you. You *both* get *more* work done—*more* easily.

Prove this for yourself. Try a new Dictaphone Cameo in your office. See how soon your pile of work melts away—how much more your secretary is able to help you.

Don't wait any longer. Clip the coupon and mail it *right away!*



"What's an Office, Anyway?"

Dictaphone's new talking motion picture shows the cause and cure of office bottle necks. You're cordially invited to see it at your own convenience. You'll find it an absorbing study in personnel relations. Mail the coupon below—today.

SM-10

DICTAPHONE

The word DICTAPHONE is the Registered Trade-Mark of Dictaphone Corporation, Makers of Dictating Machines and Accessories to which said Trade-Mark is Applied.

DICTAPHONE CORPORATION, 420 Lexington Avenue, New York City
In Canada—Dictaphone Corporation, Ltd., 86 Richmond Street, West, Toronto

☐ I should like to see the new Dictaphone movie, "What's an Office, Anyway?" Please have your local representative arrange a showing for me.

☐ Please send me your Progress Portfolio describing the new Dictaphone Cameo Dictating and Transcribing Machines.

Name

Company

Address



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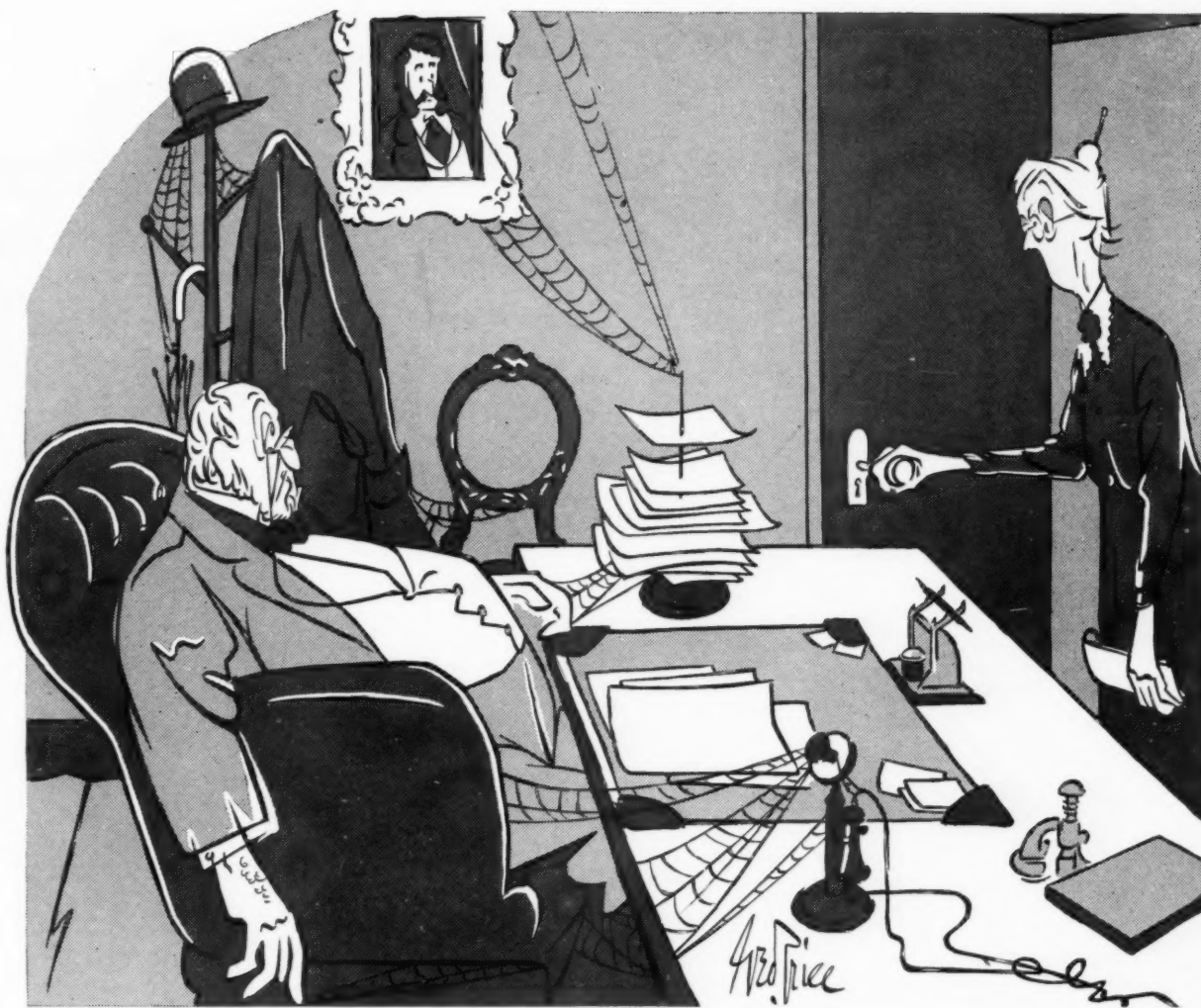
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Name
Company
Address



In June—long in advance of Fall advertising—E. H. Bowers and Vice-President Corry Faude of Cramer-Krasselt agency show Knapp-Monarch men the campaign in a huge portfolio.



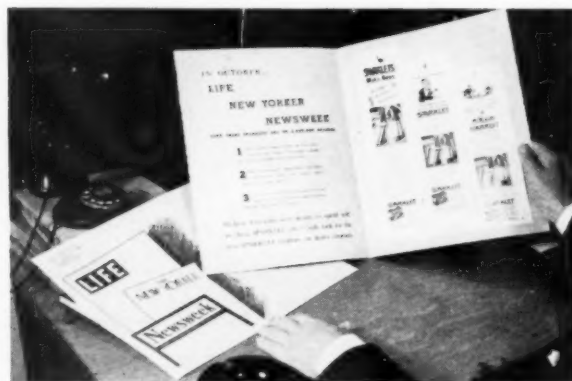
Then Robert Knapp, advertising manager (above) shows them how to use their own portfolio—an exact duplicate of the big demonstrator.

The salesman (below) goes through the 60 pages with the customer, hammering home the size and detail of the whole campaign before it starts.



He demonstrates (above) to distributors the importance of the trade paper double-spreads which are about to do a job on dealers.

While the Fall advertising is running, big mailers like this (below) carrying each month's current copy are used by salesmen during every call-back.



Knapp-Monarch Men Use Ads Long Before They Are Printed

ADVERTISING is a real sales tool in the hands of Knapp-Monarch Co. salesmen this year . . . they use it *first* even before they show their line of household electrical appliances, shavers and Sparklets, and they continue to use it repeatedly. To sell their distributors and dealers on K-M advertising and *keep them sold*, the 26 salesmen and their juniors employ not only an easel-back portfolio and a phonograph record on their initial presentations, they have large-size monthly folders for current magazine and business paper advertisements that make strong "openers" for succeeding calls.

Knapp-Monarch believes in getting *advance* benefit as well as current help out of its advertising, prepared by the Cramer-Krasselt agency, Milwaukee. So the 1940 Fall campaign was laid out in plenty of time for the June sales meeting at St. Louis, and was used all Summer before a single advertisement appeared or a radio program sounded.

Each K-M man calling on distrib-

utors and department stores took a 12-by-18-inch, spiral-bound portfolio of 30 sheets that exactly reproduced the huge demonstrator he had seen in the St. Louis meeting. Each sheet carried copy or paste-ups on both sides so that after going through 30 pages the salesman turned the portfolio around and showed 30 more. On the 60 sheet faces he gave his prospects—and often their groups of salesmen—the whole story about the Fall campaign.

Every K-M man set up his portfolio along with a trunk line of appliances in his hotel display room. It was his key selling piece. It let him forget nothing. Each of the six K-M automobile trailers for small cities had one anchored to a headline spot in the display. While it required 20 minutes to go through the 60 pages thoroughly, each page was a complete idea so the sequence could be broken and the time shortened to fit any situation.

Page by page in the portfolio he showed the prospect proofs of K-M's magazine and trade paper campaign

with the total coverage each magazine delivers but without local breakdown.

The new Knapp Natural-Angle Shaver is sponsoring a radio program Sunday noons: "Ahead of the Headlines!", *Newsweek's* news analysis by big-name experts, over 45 stations of the NBC Blue network. To give distributors and department stores an advance idea of this program, the K-M men all Summer carried a phonograph record and player. The voices of *Newsweek* executives and some of the news analysts told what "Ahead of the Headlines!" would cover. This made an interesting break in the salesman's story to his customers.

Thus K-M salesmen used the company's advertising in advance; but they weren't through using it. Every month headquarters sends them—and 4,200 distributor's salesmen—preprints of the month's advertising on each of the lines, both from consumer magazines and from dealer papers. These preprints, mounted in giant single folders, give them all something new to talk about . . . something strikingly big . . . something that reminds distributors and dealers afresh of the power of the K-M advertising campaign. This and a stream of direct mail stimulate more dealer use of the mats K-M furnishes for local advertising.

Nestle's Comic Strips Are Hot Shots in Use

WITH newspaper comic advertising—as well as magazine copy—as a sales tool, Lamont Corliss & Co. (New York) salesmen of Nestle's chocolate products are working a pointed plan. The company's half-page comic strips prepared by the Cecil & Presbrey agency are directed at dealers as well as consumers. They tell the sales story the dealer is expected to employ. So there is double reason for Nestle's salesmen to impress these comics on dealers, both by their own efforts and through distributors' salesmen.

Every Nestle's—and jobber's—man gets a *brief*, colored, spiral-bound advertising portfolio: "The Three Musketeers of the Chocolate Industry—All for One—One for All." In it is a layout of typical newspaper and magazine covers to hammer home the dominance of Nestle's advertising in comic sections of 38 Sunday newspapers and in five magazines "with a circulation of 29,000,000." A page shows the total circulation of every magazine . . . another page the circulation of each newspaper. If a dealer says: "But what do all those figures mean

to me?", the salesman snaps over to the inside back cover where he carries the breakdown for cities and towns in his own territory. It compares Nestle's advertising coverage with total families.

Then the salesman can read to the dealer a page or two of short copy showing that the comic advertising is designed to appeal to "the whole family" with Gallup survey figures on high-percentage comic readership; preprints in color of typical comic and magazine advertisements (this gives him a chance to jab Nestle's sales

points into the dealer's mind interestingly by reading the copy aloud); the dated advertising schedule; and a summary of the backing the company's advertising gives Mr. Dealer. It's quick and snappy.

The portfolio is aimed to be extra effective in getting dealers to use can mounts and other point-of-sale material because characters from the Nestle's comic strips are used as cutouts, thus making direct tie-up between media advertising and store display pieces, enabling salesmen to plant them at the right moment.

You want facts, so do we . . .

IN conducting your business you seek sure knowledge. That too is our practice, before making a recommendation to a client.

This service includes: product and package analysis, consumer and trade surveys, study of basic factors in the sound selection of media, copy checking before and after publication.

For example: 459 women talked, we listened

Wanting some facts about table silverware we interviewed 459 housewives in five cities.

They told us many important things, as a result of which our client was able to increase the unit of sale for a leading item.

Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET, NEW YORK

"NOT HOW MUCH, BUT HOW WELL"

Want Some Good Salesmen?

There is only one sure way to get GOOD salesmen.

You can't hire them. The GOOD ones are never looking for a job. The reason is self-evident.

Would you let your GOOD salesmen get away from you?

Of course you wouldn't.

Neither will your competitor.

There is little or no turnover among successful salesmen.

The floaters are almost always the "duds."

The surest way to get GOOD salesmen is to develop them.

The most effective way to do that is to train them to use all three of the elements which influence sales.

There ARE three elements that influence sales. Most salesmen use only two of them. The stars use all three.

The first of these elements is the product or service. Most salesmen use this first element, at least to some degree. The second element is the salesman. Most salesmen make themselves acceptable to prospects and thus employ this second element to a greater or lesser extent.

The third element is the important one. It exercises a greater influence over successful sales than all other elements combined. Few salesmen employ it fully. Most of those who do are stars. We call this element "Third Rail" Salesmanship because, just as the third rail supplies the power that moves the train, this third element supplies the power that makes the sale.

Free—A copy of "Third Rail" Salesmanship

With our compliments as a contribution to the general cause of better salesmanship, we will gladly send you a copy of this most interesting little booklet, "Third Rail" Salesmanship. In it you will find an x-ray picture of the principle which makes the successful sale "click."

During the past three years we have trained more than 1500 New England executives and salesmen to make a fuller use of "Third Rail" salesmanship. Results, in every instance, have been satisfactory; in many cases they approach the phenomenal.

Our training has been confined entirely to resident work. Results have been so successful we have been repeatedly asked to put our material in form for distribution. We are now doing so. When it is ready, a little later on, we will send you information about it. Meanwhile, "Third Rail" Salesmanship is yours for the asking, without any obligation. No salesman will call.

LACY INSTITUTE
Chamber of Commerce Building
80 Federal Street
Boston, Massachusetts



The Cluett-Peabody dealer advertising book "packages" six-months' local advertising, timed closely with Arrow national copy. Squares on the "calendar" tell Mr. Dealer what the company is doing and exactly what he is to do—and when.

Arrow Men Get Results with Dealer Advertising Plan

THE 100 MEN who sell Cluett-Peabody's Arrow shirts, ties, underwear and handkerchiefs to dealers are big-volume salesmen of newspaper space. They increased dealer local advertising of Arrow products from 300,000 inches in 1931 to 15,000,000 inches last year! It isn't that they sell the qualities of one local newspaper against another in any city. They just sell the tried-and-proved sales effectiveness of newspaper space in which good Arrow dealer copy ties up with good Arrow national magazine copy at the right moments on the right products.

6-Month Coordinated Plan

Out of years of Cluett-Peabody experience and a system of checking results in hundreds of cities under all kinds of business conditions, these men have the facts to prove that *timing* and *good copy* used *consistently* will pay out for any dealer who follows a local advertising program which Arrow men carry in package form to lay neatly in every Arrow outlet's hands.

All the dealer has to do about Arrow advertising—he is always a dealer selected for his merchandising ability—is to "sign here," receive his periodic shipments of mats, and run them regularly on the appointed days. He can't forget. The Arrow man leaves with him a 40-page book in a brightly striped cover—"A Coordinated Advertising Plan for Six Months . . . July to December, 1940"—that lays down the whole program in calendar form. It's all filled out, page by page, before the salesman leaves the store.

The "Coordinated Plan" book has

practically the whole Arrow advertising story packed into it in quick, readable form. The salesman carries very little other advertising material with him, though he can show proofs of the forthcoming Arrow national copy and figures on the local circulation it is going to get. He centers attention on what the dealer can do about it.

Each book lists, on the inside front cover the week-by-week insertion dates of all Arrow national advertising for six months and the lines to be covered in each advertisement: "Summer lightweight shirts," "Gordon-Oxford, Dart & Dale," etc.

The first page of copy tells the dealer that the 26 mats illustrated in the book are "exclusive for you in your city." And they *are* exclusive to him, though the company has several parallel sets with different copy on the same products, bound in books otherwise identical except for the red, blue or green striped covers. No two dealers in any city get a "Coordinated Plan" book of the same color.

Tips for Striking the Iron

Then follow monthly calendar sheets with daily squares shaded to show the days that each Arrow national advertisement appears, magazines used and products covered. But, more important, heavy type in the proper daily squares tells the dealer when to insert his local newspaper mats to get correct timing for the tie-up with national advertising.

The calendar for a given month covers two facing pages. At the bottom of the left-hand page are blanks into which are written reminders of Arrow window displays the dealer agrees to use, and the weeks he is to



FROM COVERED WAGONS TO STATION WAGONS!

● The Oregon Country has come a long way since the days of the covered wagon. If you still think of it as a place inhabited chiefly by cowboys and Indians it may come to you as a surprise to learn, for instance, that there are more electric kitchen ranges in Portland, Ore., than there are in New York City.

And maybe you didn't know that Portland has more municipal golf courses and more golf players per capita than any city of its size in the nation. And that Washington and Oregon rank second and third respectively in automobiles per capita.

These statistical examples were selected more or less at random to illustrate the great and far-reaching differences between the West of two-gun tradition and the Oregon Country of today. Yet many a national advertising schedule is still set up without fully recognizing the tremendous sales potentialities of the *present* Oregonian Market.

Here in this vast and fertile region, comprising the natural drainage areas of the Willamette and Columbia rivers in Oregon and Southern Washington, a million-and-a-half people live and prosper. One newspaper will deliver this market to you—the newspaper the people of the Oregon Country have read and *believed in* since there *was* a market.

The only Pacific Coast newspaper ever to receive the "Missouri Award" for distinguished service to journalism.



Beverly Gross, "Miss Oregon" Golden Gate Exposition

The steady, healthy "reader - demand" growth in the daily circulation of The Oregonian is shown plainly on this chart. This remarkable increase in circulation has been achieved without benefit of premiums, purchase or paid solicitors.



THE OREGONIAN

The Great Newspaper of the West • Portland, Oregon

PAUL BLOCK & ASSOCIATES, National Representatives—New York, Chicago, Boston, Detroit, Philadelphia, Cincinnati, San Francisco, Los Angeles, Seattle

OCTOBER 10, 1940

[29]

show them. At the bottom of the other page is another blank form for a record of the direct mail pieces the dealer says he will send out that month, with spaces for "Key Number," "Quantity," "Merchandise advertised," "Date ordered," "Delivery date," and "Received."

Thus the Arrow man has a whole advertising and display campaign to put in each dealer's hands and he leaves a written record of a six-month's detailed plan for its use. The store advertising and display men can't "forget." And the salesman checks up periodically.

The last half of the book left in a dealer's hands carries pre-prints of every advertising mat available to him for the six-month's period, a perforated sheet for advance ordering of everything he has agreed to use—to be shipped monthly, or all at once—with page-by-page reminders of the product tie-up between local and national advertising.

The inside back cover summarizes the circulation and character of all the national magazines, and mentions the 140 leading college newspapers carrying Arrow advertising.

Says A. O. Buckingham, vice-president of advertising and market research: "We don't have to convince our men of the effectiveness of our advertising any more. They've learned that thoroughly in the past few years and they know how to convince any dealer. However, of course, each new campaign is reviewed in great detail in general sales meetings preceding

each six months, and every man goes out equipped with such complete market data on every city that he can show a store the proved sales potential for that community in every group of Arrow products compared with total sales of similar products. If outlets in the city are not equaling the potential, inadequate advertising is nearly always the answer and the salesman has burrs under his tail until he puts his dealers back on their full local schedules."

A. M. Byers Salesmen "Roll Their Own" Ads

IT'S HARD to imagine salesmen of wrought iron being advertising men; but, in the case of the A. M. Byers Co., Pittsburgh, that's what they are. They clearly understand their company's advertising and its objectives because they spend several months in the advertising and sales promotion department during their two-years training before going full-fledged into the field.

They use each Byers business paper advertisement in their selling because it's *theirs*—they are the men who got the data for it in the first place, out of some customer's experience with Byers wrought iron; they secured the customer's okay on it, and added their own; they know it is good. So, carrying preprints of it as an important part of their sales kits, they have a special ability to make it click with prospects.

The practice of having salesmen collect all the data and all the photographs for Byers advertising gives the field man a great deal of extra contact with some of the people who buy from him. From the management's point of view—and the salesman's—this is a good investment of time. It wakens fresh interest in Byers advertising among customers because it publicizes their companies and their products; so the Byers man who secured the data was there to give as well as take. And the plan gets right to engineers—the very men Byers has to sell in any company—for *they* are supplying the information, reviewing it in various stages of preparation, finally giving it their written approval. So it's *their* advertising, too; and they frequently ask for copies to circulate among their own executives.

Preprints of every month's advertising reach each Byers salesman in a colored folder, along with copies of all the direct mail that is to be issued during that forthcoming month.

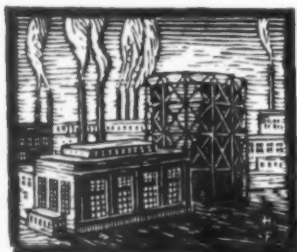
The salesmen use these preprints as they see fit; usually grouping all advertising by markets or applications—smoke stacks, coal handling plants, oil well casings, etc.—into field folders of their own for readiest reference. But they *use* them.

Canada Dry's Book Sells Salesmen First

CANADA DRY GINGER ALE, INC.'S (New York) 500 field men this year had a "wow" radio show—"Information Please"—and a big schedule of rotogravure space running in Metropolitan Sunday Newspapers and *This Week* to impress upon dealers. They did it with a portfolio and several issues of a Canada Dry tabloid—which were designed as much to sink the advertising story into the salesmen as into the dealers (an important point with this company, for it never gets all its salesmen together for a sales meeting).

The portfolio—"Two Shots with a Single Target"—was brief and bold. A salesman could flash through it with a dealer in two minutes flat, without missing a single highlight. Its first big pages in color said the "Information Please" radio program—high ranker in listener polls . . . over 67 stations . . . reaching "15,000,000 people every week" for its second year—was doing a masterful job for dealers. The remaining pages said Canada Dry's rotogravure ads would reach 9,400,000 families—20,000,000 people in 1,100 cities and towns with a total of "94,000,000

(FACTS ABOUT BALTIMORE)



**BALTIMORE is a
GROWING MARKET--
here's the 25 year record:**

POPULATION—grew from 700,000 to 1,000,000!

RETAIL TRADE—grew from 150 million to 372 million!

BANK DEPOSITS—tripled!

MANUFACTURED PRODUCTS
—tripled in value!

MANUFACTURING PAYROLLS
—grew from 40 million to 125 million!

Compare these records with similar figures in other Eastern Seaboard metropolitan centers —BALTIMORE is growing FASTEST!

Make your advertising investment in a growing market. Use Baltimore's "first choice" radio station.

WFBR

BALTIMORE

National Representatives
EDWARD PETRY & COMPANY

★ ON THE NBC RED NETWORK ★

impressions" further to boost "sales and profits for you."

A spread carried some of the advertising copy. A page showed the complete roto schedule. In the back cover pocket the salesman carried a circulation breakdown for his own region, to localize the astronomical national figures so the dealer could grasp them.

Representatives of "Metro" carried this portfolio too, and merchandising men for local newspapers on the schedule lugged it into local Canada Dry outlets, deepening the Canada Dry men's coverage of their own fields.

The company's tabloid newspaper for salesmen repeatedly ding-donged the power of all this advertising into these men. One issue told them the story of "Information Please" headlines going into the movies; how local distributors had tied up with the picture; how to urge others to follow suit.

Canada Dry, knowing that "busy salesmen can't stop to use advertising," gave them such quick striking stuff that they *had* to absorb the story themselves—so they used it actively.

Palm Beach's "Show" Stimulates Dealers

A "GADGET presentation" to dealers, put on like a stage show is Goodall Co.'s (Cincinnati) device to pep up outlets to push Palm Beach clothes and *advertise* them. Timing is a big problem for Goodall. The company creates its lines in the Spring, sells them to dealers in the Fall for sale to consumers the following May-June-July. Long gaps occur in between. To fill one in March-April, just before the retail season, 14 Palm Beach salesmen this year covered 190 accounts in 73 cities with this shadow-box portfolio—"The Men Who Came to Dinner"—and remained to enjoy a feast."

It showed how stores had promoted Palm Beach and *advertised* it with profit. The salesmen staged it in hotel parlors, away from business; used hat-check girls, bell-hop ushers and other theatrical effects. They went through their foot-lighted portfolio, "act by act"—in a store advertising department, a display department, a buyer's office, etc.—showing Palm Beach advertising and display material and how to put it to work.

It got dealers off to an earlier start, increased their newspaper lineage and "was eminently successful" says Bert Bacharach, director of Goodall trade and public relations. The novelty of the "show" hooked dealer interest and held it long enough to put over the story.

OCTOBER 10, 1940

They've Struck New Pay-Dirt for Sales and Industry in **JACKSONVILLE** FLORIDA





Golden opportunities for manufacturing and selling are in the making here. Normally one of the South's most prosperous areas, *Jacksonville* is now speeding ahead under the impetus of huge permanent national defense projects.

More than \$25,000,000 is being spent on the new Southeastern Naval Air Base. A great new military training cantonment will bring 45,000 men and officers. Payrolls and subsistence expenditures for these bases alone will total several million dollars a month.

Jacksonville offers every sound inducement to industry relocating in the South, to new or branch plants, sales and distributing headquarters.

Investigate *Jacksonville's* advantages. On request we will send you a free, individualized survey of *Jacksonville's* suitability for your industry or business. Mail the coupon below for full information.



MAIL COUPON TODAY

INDUSTRIAL COMMITTEE
Dept. V. Chamber of Commerce
Jacksonville, Florida

Please send me your industrial brief on Jacksonville.

I am especially interested in _____
(Fill in type of industry)

NAME _____

ADDRESS _____

CITY _____ STATE _____

Industry Can Grow and Prosper Here!

Labor, banking, business and government are pledged to cooperate with new industry coming to Jacksonville.

Largest South Atlantic port, ideally situated in relation to Southeastern and South American markets and raw materials. Fair taxes; no state sales or income taxes. Satisfactory labor supply. Ample, low cost water and power. Rail, air, highway and water transportation. Ideal year-round climate.

OFFERING SPECIAL OPPORTUNITIES TO THESE INDUSTRIES:

*Kraft Wood Paper and Pulp
Wood Products . Glass . Aviation
Rubber Goods . Wash Garments
Paints and Varnishes . Chemicals
Food and Tobacco Processors
Citrus Packing . Meat Products*



A rigid control system is the secret of economical operation of salesmen's cars, be they for state-wide travel, like those discussed in the article on this page, or for door-to-door delivery, like this one. This salesman makes about 60 stops in an average day.

Policies that Head Off Trouble in a Salesman-Owned Auto Fleet

Clear-cut rules covering all phases of the operation of cars for business hold costs down and eliminate squabbles over details.

Cars operate at 4.3 cents per mile.

A SALESMEN'S automobile plan in which the men themselves own the cars, and in which the average allowance per mile is 4.3 cents has proved workable and economical for a company that now has about 100 salesmen operating in the far western states.

The mileage allowance for each salesman is based on actual driving experience in his territory, is checked every six months by the mileage reported on daily report sheets, and through a special questionnaire. As cars improve, it is sometimes found necessary to change the allowances for repairs, tires, etc., in order to keep the plan well balanced. Under the latest schedule, men are allowed an average of 4.3 cents per mile—slightly less for city and flat country driving, slightly more for mountain driving.

This rate includes insurance and taxes, depreciation, tires, repairs, washing and polishing, oil and grease and gas.

If a new salesman, or one of the regular salesmen transferred to a new territory, requests an increase in the rate, it is never granted with less than six months actual mileage experience as a check. If, at the end of six

months, it is found the additional expense is justified, a new schedule is issued and made retroactive. It is frequently found, through such checking, that the men are not routing themselves properly, or that driving for a couple of months during the busy season may exceed the allowed rate, but will average out over a six months period.

Some of the allowances for each car are deferred or accrued, and the remainder is paid in cash at the end of each month. The deferred portion is applied to the salesman's auto account and held as a reserve to take care of repair and tire bills. The remainder, paid each month, covers regular operating expense.

The amounts of the deferred and cash allowances depend entirely on the territory mileage allowance. All allowances, with the exception of depreciation, are variable. All cars, except those operated in mountainous territory, are depreciated over a four-year period. The cars used on mountain roads are depreciated in three years.

The following general rules are applicable in this firm's automobile cost accounting:

1. All repair and tire bills must be paid, receipted and sent to the office. These bills are then approved by the sales department, and sent to the accounting department, where they are charged to the salesmen's auto account and paid to the salesman in his next check voucher.
2. Bills for oil and grease jobs are not allowed or paid by the office. Provision is made in the cash allowance to cover this expense.
3. Taxes are paid but once a year. If the taxes on a car have been paid and a new car is purchased during the year, the taxes must be absorbed by the salesman as a personal charge.
4. Fifty cents a night is allowed for garage storage when away from the territory headquarters' city. This expense is put on the weekly expense voucher.
5. No set limit has been established for parking costs. Where parking expense is incurred it is put on the expense voucher.

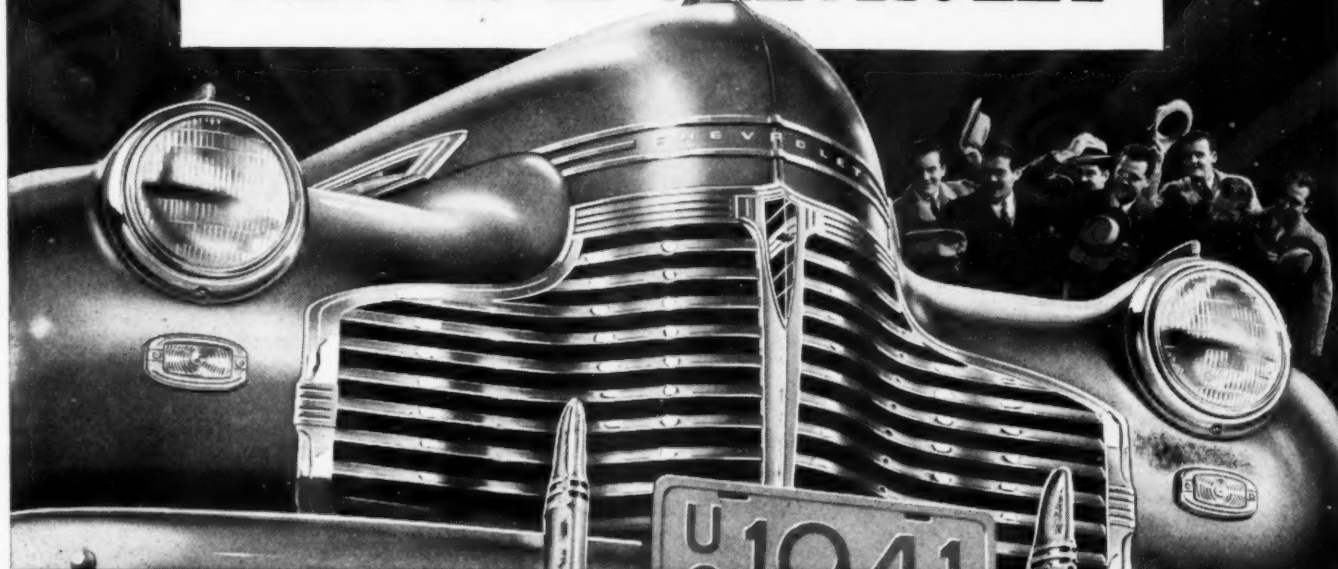
Compensation Reduces Costs

Several years ago, the average cost of operation per car per mile was 4.6 cents. This has been brought down to the present average of 4.3 cents per mile.

The original salesmen's automobile plan, developed and first put into operation in the Spring of 1927, and revised periodically, was designed to help salesmen to own their own cars within a reasonable time, the company financing two-thirds, or \$578.34, of a maximum allowance for a new car of \$867.50. It was also aimed to compensate the men fairly for the cost of driving their cars on company business. It accomplished the latter purpose, but did not achieve the first.

One reason for this failure was that the company made no rules concerning the kind or cost of car that

Now On Display
NEW 1941 CHEVROLET



Eye It..Try It..And You'll Say It's
"FIRST BECAUSE IT'S FINEST!"

★ **THRILLING NEW
BIGNESS**

IN ALL MAJOR
DIMENSIONS

★ **DASHING NEW
"ARISTOSTYLE"
DESIGN**

WITH CONCEALED SAFETY-
STEPS AT EACH DOOR

★ **DE LUXE KNEE-
ACTION ON ALL
MODELS**

WITH BALANCED SPRINGING
FRONT AND REAR AND IM-
PROVED SHOCKPROOF
STEERING

★ **ORIGINAL VACUUM-
POWER SHIFT** AT NO
EXTRA COST
BUILT AS ONLY CHEV-
ROLET BUILDS IT

It's a **SIZE** sensation . . . a **STYLE** sensation
. . . a **DRIVE** and **RIDE** sensation ☆ Bigger
in all major dimensions both inside and
out . . . with 3" longer wheelbase and
3-couple roominess in all sedan models
☆ With dashing new "Aristostyle" design
and longer, larger, more luxurious Fisher
Bodies that set the new style for the new
year ☆ With a mighty 90-h.p. Valve-in-
Head "Victory" Engine that lifts perform-
ance and lowers costs ☆ It's the new low-
price leader by the builder of leaders . . .
CHEVROLET . . . holder of first place in motor
car sales for 9 out of the last 10 years!

Again **CHEVROLET'S the LEADER**

★ **NEW LONGER
WHEELBASE**

★ **LONGER, LARGER,
WIDER FISHER
BODIES**
WITH NO DRAFT
VENTILATION

★ **90-H.P. VALVE-IN-
HEAD "VICTORY"
ENGINE**

★ **SAFE-T-SPECIAL
HYDRAULIC BRAKES**

Plus many more outstanding
comfort, safety and conven-
ience features.

**EYE IT..
TRY IT..
BUY IT!**

CHEVROLET MOTOR DIVISION, General Motors Sales Corporation, DETROIT, MICHIGAN

could be purchased, with the result that the men had a tendency to buy more high-priced cars than were necessary, and to purchase new cars yearly on the basis of style change entirely. A year ago a revised plan was worked out whereby the depreciation credit balances only were made applicable to the purchase of a new car. The only exceptions were cases where the purchase of a car was approved by the Automobile Committee, and the credit balance in the account was not adequate to cover the cost of a new car. In such cases, the maximum the company finances (two-thirds of the purchase price or a maximum of \$640) can be drawn upon to complete the deal.

Smaller Cars Encouraged

Maximum allowance now made for the purchase of a new car is \$960, sales tax excluded. Depreciation is allowed on a monthly basis of 1/48 of the total purchase price, maximum being \$20 a month. Depreciation on any one car is not allowed for more than 48 months. Special approval of the Automobile Committee is necessary to purchase a more expensive car than Ford, Plymouth or Chevrolet. (Says the company: "The above cars have been improved tremendously in the past few years, and now embody practically all of the features of the more expensive cars. Our experience with them has been very satisfactory, and insofar as possible, we wish to standardize upon them for business use.")

All insurance charges are paid by the company with the exception of the collision premium, which is on a 50% retention basis. In the case of a claim on the collision policy, the balance due on the premium is paid in cash or by a salary deduction of one-half in 30 days after billing for the premium, the balance in 60 days.

Licenses and tax bills are paid by the company upon receipt of receipted bills. Tax bills must be submitted within 30 days after payment. Only one license and tax fee are allowed during a calendar year. If a new car

is purchased during the year after the license and taxes have been paid on the old car, the cost of the license and tax on the new one must be borne by the purchaser.

If a salesman wishes to purchase a new car, he must fill out an application and submit it to his district manager for approval. The Automobile Committee will not consider any application unless the present car has been driven over 30,000 miles or is more than two years old. The company believes it does not pay to trade in cars before this mileage or age limit.

As insurance claims and damages are a frequent cause of misunderstanding between a company and its sales staff, the company has also worked out a trouble-tight system with respect to the insurance on the cars of its sales personnel, and rules concerning the reporting of accidents. Here are the rules, as issued to the men:

"Your automobile is insured in the Fireman's Fund Insurance Co. and Fireman's Fund Indemnity Co. These companies maintain offices, or have representatives, in many of the principal cities. Policy expires June 30, 1940.

Broad Coverage by Company

"Our full coverage is Fire & Theft, Public Liability, Property Damage, Collision, and Comprehensive Coverage. Fire & Theft cover car only—not contents.

"Public Liability" covers personal injury to others. You are not insured against injuries to yourself or family.

"Property Damage" covers property of others—not your car. Do not in any case pay for repairs to other cars. The insurance company will take care of this.

"Collision" covers damage to *your* car caused by being struck by any other conveyance, or by striking any object. We carry what is known as '50% Retention.' When the policy is issued, we pay only one-half of the full premium for Collision. If you do not call on the insurance company to pay collision damages during the life of the policy, there is no further charge for collision. If you have an accident and the insurance company pays for the repairs, we must pay the remaining 50%. *This is charged to your personal account.* If your repair bill is small, it will save you money to pay it yourself and not ask the insurance company for reimbursement, but send us a report for our records. We must have a report of every accident, whether you make a claim, or not.

"Remember, this 50% Retention applies to Collision only.

"Comprehensive Coverage" covers minor repairs not coming under the four main risks described above—such as glass broken otherwise than in collision; broken locks; hail and other storm damage; falling airplanes; explosions; earthquakes; riot and strikes, etc.

PERSONAL INJURIES

"If any person is injured, wire or phone

this office immediately. *Don't Fail To Do This.*

IMPORTANT

"A report of *every accident*, however slight, *must* be sent to Head Office. There is absolutely *no exception* to this rule. No matter how many other persons you report to, or where the damage is repaired, or even if you pay for the repairs yourself, we must have a report. Please do not fail in this. We have received from the Fireman's Fund Indemnity Co. a very urgent letter requesting promptness in making reports. The insurance company is not under liability, either moral or legal, to pay a claim long delayed. Our policy provides that all reports and all claims be made at the earliest possible moment.

"Please read the above paragraph again.

PERSONAL PROPERTY

"Personal property carried in cars is not insured. If stolen, you cannot recover from the insurance company.

IF YOU HAVE AN ACCIDENT

"In case of accident, drivers in the principal cities should make a report to the local representative of the Fireman's Fund Insurance Co.; *in all cases*, sending a copy of the report to us. Make your reports *At Once*. If no representative of the insurance company is near, and the estimated repair bill is \$100, get the best possible price and have the car repaired. Secure invoice, *in triplicate*, and mail it in with your report.

"Please keep us informed as to your State Auto License numbers. If you change autos during the year, give us the new license number.

"Only one car can be insured at Fleet Rate. Personal cars take a somewhat higher rate. If your 'company' car is entirely paid for, and you also insure a 'personal' car, be sure to specify which is 'company' car. Do not fail to inform us the amounts of Property Damage and Public Liability you wish carried on 'personal' car.

"Do Not take up any insurance matters with local representatives of the insurance company except accidents and claims as directed above. All other insurance matters must be taken up with this office."

Men Satisfied with Counsel

"This plan," says a company spokesman, "has proved eminently satisfactory. It is absolutely fair; the men like it and have confidence in it. And it has been economical for the company. The fact that costs are periodically checked provides for adjustment to changing circumstances.

"The success of any plan of this kind, however, depends to a large extent, on its proper understanding and acceptance by the men. As opportunities arise to counsel with the salesmen on the purchase of a new car, or when questions are asked regarding a particular phase of the plan, we are most careful to be sure the men thoroughly understand the system and like it. If they do understand it, its administration is simplified and a great deal of correspondence is eliminated."

SALES MANAGEMENT

CALLING ALL TRAVELERS!
KEEP YOUR EXPENSES IN



BEACH'S
"Common Sense"
EXPENSE BOOKS

Get them from your
stationer or write to

Beach Publishing Co., Detroit, Mich.
7338 Woodward Avenue

Train-Auto Service "Catches On"; Users Increase Monthly

TRAIN-AUTO Service, operated jointly by 12 western railroads and Railway Extension, Inc., of Chicago, inaugurated on May 1, has proved itself practical and successful, according to Hugh W. Siddall, chairman of the Western Transcontinental Passenger Association. Contracts written for the first four months totaled 404 in May, 642 in June, 917 in July and topped 1,000 in August.

Under the plan motor cars are made available to rail passengers in some 120 cities of 10,000 population or more in the West and South. The passenger, on buying his ticket, informs the railroad ticket agent that he desires a car at a given point and the car will meet him at the station. He then takes it over and goes about his business or his pleasure.

The cars supplied are current models, five-passenger sedans. When he turns the car in he is billed on a mileage or per day basis. The basic charge includes gas and oil, maintenance and insurance protection. There are no "extras" or service charges.

Records kept indicate that during May and June 80% of all cars were employed for business purposes; during July and August, with the vacation season at its height, 70%. More than 15,000 identification cards have been issued to salesmen and other business representatives of manufacturing and sales organizations. One rubber company has supplied more than 250 of its men with cards.

Killing Two Birds

One of the primary arguments used by the Train-Auto Service management is that the salesman, arriving at his destination by rail, is fresh and rested and so goes brightly about his work unwearied by hard highway driving. Another is that he can do his rail traveling largely by night and so save days out of his travel time.

The biggest individual user to date was the representative of an eastern magazine of national circulation. He took a car at Spokane, Wash., and drove several thousand miles through the Northwest. His bill was \$465. The number two user was a New England color camera enthusiast who drove 6,200 miles on a great loop out of Denver, taking scenic pictures. His bill was \$407.

The preponderance of rentals by salesmen and other business users, Mr. Siddall believes, indicates that use will not be highly seasonal but that it will continue throughout the year. Starting from scratch on May 1, and even now comparatively new, the early acceptance, he thinks, indicates a big future for the plan.

Promotion includes advertising in *S.E.P.*, *Collier's*, *Time* and *Newsweek* and a considerable list of trade and industrial publications. The railroads are using direct mail material and point-of-sale displays. Reincke-Ellis-

Younggreen & Finn, Chicago, is the agency.

To date acceptance of the plan has been most marked in the larger cities. Leading the list are Chicago, Omaha, St. Louis, Kansas City, Denver and Los Angeles. Roughly, the plan is in operation from a line drawn from the head of Lake Michigan to the Gulf and taking in all territory from there west to the Pacific and from Canada to Mexico.

The cooperating railroads are the Burlington, C. & E. I., C. M. St. P. & Pacific, Chicago & North Western,

Mr. Executive:

CUT YOUR SALESMEN'S AUTO COSTS



Leasing Is Less Costly Than Ownership

We will lease you a brand new car every year with "NO CAPITAL" investment to you or your salesmen.

FOUR WHEELS INC. HAS designed a national auto-mobile leasing plan that provides you with fleet operation at a minimum cost and effort.

Just Think! OUR PLAN PROVIDES

- New Car Every Year.
- Unrestricted mileage at no extra cost.
- Insurance (Fire Theft Collision).
- Replacement of new tires at no extra cost.
- All repairs include towing.
- Greasing.

- License Plates.
- Replacement of stolen or destroyed cars.
- Anti-Freeze and delivery to point of service.
- Purchase of your present equipment or your salesmen's equipment for cash.

Every item of expense, except gasoline and oil, Public Liability and Property Damage, is included in our leasing charge.

We furnish Plymouth, Chevrolet, Pontiac, Dodge, and other make cars.

Save money on transportation problem worries. Our representative will be glad to explain.

WRITE OR PHONE Today

FOUR WHEELS Inc.
6116 N. WESTERN AVE. • CHICAGO, ILL.
Telephone HOLLYCOURT 2141



Cost of Operating 202 Salesmen's Autos—1939

(Figures from International Salt Company, Inc.)

											Cost Per Mile With Deprec.	Cost Per Mile With- out Deprec.	
	Cost of Operating	Storage	Repairs	Tires	Gas & Oil	Depreciation	Insurance	Miscel.	Total	Mileage			
Territory	157 A Cars.....	3,045.80	4,387.19	4,815.55	32,834.44	18,139.07	2,845.99	6,571.81	72,639.85	2,523,363	.0288	.0216	
A	4	120.25	269.74	238.73	1,038.33	623.50	83.28	215.16	2,588.99	77,654	.0333	.0253	
B	6	112.70	192.86	250.35	1,435.36	760.55	65.32	312.28	3,129.42	104,184	.0300	.0227	
C	30	594.40	471.40	581.62	4,885.22	3,446.98	718.53	1,572.45	12,270.60	429,411	.0286	.0205	
D	14	249.35	417.40	246.71	2,357.41	1,464.32	391.11	397.99	5,524.29	205,539	.0269	.0198	
E	12	197.50	329.77	205.14	2,178.32	1,529.53	149.10	403.68	4,993.04	188,217	.0265	.0184	
F	3	146.70	106.25	97.58	663.21	421.48	45.48	186.32	1,667.02	55,935	.0298	.0223	
G	37	531.50	1,206.78	1,825.57	9,920.67	3,971.31	678.24	1,153.08	19,287.15	664,364	.0290	.0231	
H	20	630.86	478.13	293.73	3,039.73	2,744.69	252.13	586.72	8,025.99	278,406	.0288	.0190	
I	6	26.06	131.76	66.88	944.54	498.18	63.66	146.68	1,877.76	76,009	.0247	.0182	
J	21	351.33	525.24	916.74	5,639.91	2,256.02	344.65	1,385.97	11,419.86	386,865	.0295	.0237	
K	4	85.15	257.86	92.50	731.74	422.51	54.49	211.48	1,855.73	56,779	.0327	.0252	
	Cost of Operating	28 A Trucks.....	1,519.08	952.10	635.79	4,291.80	3,845.65	1,021.80	1,227.62	13,493.84	308,273	.0438	.0313
B	4	133.10	191.83	108.70	546.50	303.52	130.74	172.01	1,586.40	47,504	.0334	.0270	
C	7	554.03	210.43	198.30	1,322.63	1,222.08	429.67	381.90	4,319.04	79,233	.0545	.0391	
D	4	189.60	52.40	41.82	452.46	520.12	67.45	231.90	1,555.75	36,353	.0428	.0285	
E	2	119.25	101.21	108.49	433.07	371.28	68.46	138.85	1,340.61	37,183	.0360	.0261	
F	1	22.54	2.72	234.40	183.84	58.21	57.25	558.96	12,508	.0447	.0300	
G	6	396.90	226.20	82.83	714.87	848.32	169.78	127.39	2,566.29	60,062	.0427	.0286	
H	2	126.20	121.23	92.08	466.48	334.80	61.98	67.26	1,270.03	23,041	.0551	.0406	
I	2	26.26	.85	121.39	61.69	35.51	51.06	296.76	12,389	.0240	.0190	
	Cost of Operating	8 B Cars.....	94.45	88.68	94.68	898.19	681.92	71.21	294.82	2,223.95	74,331	.0299	.0207
F	2	33.50	35.70	43.55	280.89	242.66	18.96	88.67	743.93	22,716	.0327	.0204	
G	1	73.38	2.08	75.46	5900016	
H	1	2.10	18.90	.60	16.84	31.36	30.00	99.80	1,542	.0647	.0444	
J	4	58.85	34.08	50.53	600.46	481.28	54.33	176.15	1,455.68	49,483	.0294	.0197	
	Cost of Operating	2 B Trucks.....	30.65	27.43	62.45	164.70	225.98	56.80	39.20	607.21	10,593	.0573	.0360
H	1	12.65	6.75	28.04	35.95	175.20	22.33	11.60	292.52	2,959	.0989	.0396	
J	1	18.00	20.68	34.41	128.75	50.78	34.47	27.60	314.69	7,634	.0412	.0346	
	Cost of Operating	5 C Cars.....	73.10	111.04	208.90	1,010.03	524.13	78.37	235.84	2,241.41	71,209	.0315	.0241
D	1	4.50	19.70	74.29	307.34	135.18	39.74	59.43	640.18	25,330	.0253	.0199	
E	1	10.60	1.76	.50	99.50	86.20	11.39	37.73	247.68	9,985	.0248	.0162	
F	1	45.25	85.18	132.86	496.17	186.84	17.13	46.58	1,010.01	30,553	.0331	.0269	
I	1	4.40	.50	46.24	46.11	4.32	35.45	137.02	2,600	.0527	.0347	
K	1	12.7575	60.78	69.80	5.79	56.65	206.52	2,741	.0753	.0499	
	Cost of Operating	1 E Truck.....	99.05	58.26	43.68	175.72	179.88	40.54	26.50	623.63	13,110	.0476	.0338
	Cost of Operating	1 F Truck.....	86.92	1.00	187.06	385.80	51.02	84.82	796.62	9,135	.0872	.0450
Total Cost of Operating		202 Autos	4,862.13	5,711.62	5,862.05	39,561.94	23,982.43	4,165.73	8,480.61	92,626.51	3,010,014	.0228	.0308

Chicago, St. Paul, Minneapolis & Omaha, Great Northern, Illinois Central, Northern Pacific, Rock Island, Santa Fe and Union Pacific. Motor cars are generally supplied by authorized dealers in the various cities.

Among the well-known companies using the service are:

Booth Fisheries, American Steel & Wire, Republic Steel, Oscar Mayer, F. W. Woolworth, National Safety Council, Pillsbury Flour Mills, Central Paper, Sawyer Biscuit, Olympia Brewing, Illinois Meat Co., Nash-Kelvinator, Pittsburgh Plate Glass, International Harvester, Bell Telephone laboratories, Chrysler Corp., Chicago Daily News, American Car & Foundry, American Weekly, Texas Co., Borden's Milk, Armour, Collier's, Chicago Mail Order, Chicago Bridge & Iron, Commonwealth Edison of Chicago, Allis Chalmers, Allied Radio, Advance Glass, American Television, Automobile Club of New York, Continental Illinois Bank & Trust, of Chicago.

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International Salt Cuts Fleet Auto Costs to \$.0308 Per Mile

Unusual record of efficiency is attributable to close control of details, careful education of salesmen in efficient car operation and maintenance.

CAREFUL cost accounting, systematic record-keeping, and a set of definite rules and policies governing the operation of salesmen's cars, have established for the International Salt Co., Scranton, Pa., an unusually fine record of economy in the operation of the company's fleet of automobiles used for sales work.

Cost per mile, with depreciation, for 202 cars and trucks operated for a total of 3,010,014 miles during 1939 was \$.0308. (Cost for 197 cars operated during 1938 for approximately the same mileage, was \$.0327.)

Realizing that most salesmen have definite prejudices in favor of one or another of the three best known low-priced cars, the company gives each man the choice of driving a Ford, Chevrolet or Plymouth. All (except the trucks) are two-door sedans, since these models have the best trade-in value. Majority of the cars operated last year were Chevrolets (185 of these), and they, among the three, showed the lowest per mile operating expense. Chevrolet per mile cost was \$.0304.

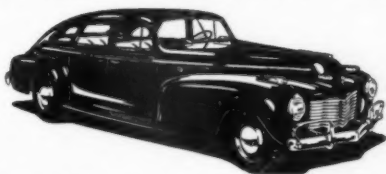
No car is driven for more than 40,000 miles, or for longer than a

SALES MANAGEMENT

FOR ECONOMY

USE THE CONTINENTAL AUTOMOBILE LEASING SYSTEM

**RATES AS LOW AS:
\$30 PER MONTH
AND 1 CENT PER MILE**



**TRAVEL 25,000 MILES PER
YEAR FOR 3½ CENTS PER
MILE OR LESS (INCLUDING
EVERYTHING)**

OUR RATES, THE LOWEST PREVAILING

A NEW CURRENT MODEL FURNISHED EVERY 6 MONTHS

FIRE, THEFT, COLLISION, PROPERTY DAMAGE AND PUBLIC LIABILITY INSURANCE FURNISHED—ALSO NECESSARY LICENSES.

NO INVESTMENT—NO DEPRECIATION

LEASES WRITTEN FOR 1 MONTH UP TO 1 YEAR

CALL OR WRITE TODAY!

WE FURNISH EVERYTHING BUT FUEL AND LUBRICATION. WE HAVE A PURCHASE PLAN FOR CARS REPLACED BY LEASED AUTOMOBILES. ENJOY ALL THE BENEFITS OF OWNERSHIP WITH FAR FEWER INCONVENIENCES AND EXPENSES

CONTINENTAL AUTOMOBILE LEASING SYSTEM, INC.

7134 STONY ISLAND AVE.

A NATIONWIDE SERVICE

CHICAGO, ILLINOIS

period of three years. If a car is involved in any type of accident more serious than a bent fender, it is traded in immediately.

Each salesman makes his own trade-in deals in his own territory. Both the district manager and the home office check on the allowance being made for the old car, and other terms of the deal, before it is made.

The rule on use of cars for personal and family driving is: The salesman may use the car all he cares to for trips other than those made on business, provided he pays for the gasoline and the garage. Since many of the men are able to garage the cars on their own premises, or can buy storage facilities for \$5 or \$6 a month, this makes the arrangement economical for both the company and the man.

Charting Courses and Costs

International Salt cars are at all times subject to inspection by the district manager or the home office. The cars must be kept thoroughly clean—there must be no muddy wheels or bent fenders or defective headlights.

At the home office every individual car is budgeted for each year. Because the company has owned its own fleet as far back as anyone can remember, there are valuable stores of reference data available on cost of operation over a long period of time.

A series of standard forms and records is used to control the fleet and every single item of expense involved in the operation of it. At the beginning of each year, each salesman is given a budget sheet, made up by the district manager and approved by the home office. This estimates all routine field expense (salary, hotel and meals, telephone and telegraph, entertainment, etc.) and all auto expense. The latter item is broken down into estimates of storage costs, repairs,

OCTOBER 10, 1940

[illegible]

International Salt Company's routine expense report segregates automobile expense and divides it into parking and storage, repairs, tires and tire repairs, gas and oil, and miscellaneous auto expense. Since the company operates on the trading area system of sales control, each salesman designates on his weekly report the name of the trading area in which each day's work falls.

tires, gas and oil, depreciation, insurance, and miscellaneous auto expense.

Salesmen file expense accounts once a week. (See illustration above.) Half of the sheet on which this information is furnished is devoted to auto expense broken down into parking and storage, repairs, tires, tire repairs, gas and oil, and miscellaneous (such as bridge tolls, washing, greasing, etc.) Speedometer readings at the beginning and end of the week are recorded.

From the salesmen's reports, the home office posts a month-by-month record of auto costs for each car in the field. When totals are drawn and compared with the budgeted expense for that car, the sales manager can

easily see whether expenses are out of line, and, if they are, can query the salesman as to the cause.

A special monthly report is required of each salesman on his tires. This is strictly a mileage report, and each individual tire is identified by number.

International Salt insists that the printed instructions for the care of a car, furnished by the manufacturer, be carefully followed. Proper care is a tremendous factor in keeping mileage costs down. Sometimes special bulletins are sent out by the home office which are merely reminders. For example, one goes out every year in the late Fall telling the men not to forget to put in anti-freeze before the first cold snap.

Bonus for Selling Full Line Pays Out in Both Sales and Goodwill

Nesbitt salesmen show little disposition to play favorites in the line because the cash bonanza they get at the end of the year depends upon a well-rounded sales job.

STIMULATING the salesman's territory, as well as his sales, is the purpose of the bonus plan developed by Nesbitt Fruit Products, Inc., Los Angeles. It is reported as having been "conspicuously successful."

By "stimulating territory," the company means keeping up the interest of wholesale distributors, who fill all orders taken by its salesmen.

Nesbitt manufactures citrus juices, selling to drug stores and soda fountains in Southern California. It also manufactures bases for bottlers' beverages, which are not sold under the bonus plan.

The business is highly seasonal, in Spring and Summer from 40 to 50 salesmen being employed, while in Fall and Winter the force is smaller.

All Nesbitt salesmen are paid regular salaries and expense, in line with similar regional salaries. But in addition, their sales are scored by a system of points, on the basis of two points for each product sold, and an additional point for selling the whole line, consisting of orange and grapefruit juice, dispensers and other materials and equipment needed for fountain service.

Score Points to Bonus

These points are worth five cents apiece, but the bonus is not paid until the end of the season, after scores are carefully checked. Then they are paid in cash.

In order to participate, each salesman must make at least 100 points each week. This is the set quota. Below that, a salesman is not making sales at the cost regarded as "par" by the company. For every point above 100, he increases his compensation, and reduces his selling cost.

If it is desirable to push the sale of a piece of equipment, such as a mixer or dispenser, which promotes sales of beverage materials, the bonus can be used as a special sales stimulant. Such an item, the "Whiz" electric mixer, for making frosted drinks, has been used most effectively this year.

All sales are carefully checked, to make certain that they are bona fide,

for too many cancellations are disappointing to the wholesaler, and increase his selling costs. Cancellations and other uncompleted orders are debited against the salesman. Checking is done by means of mailing cards, sent to each retailer who orders, asking him to confirm on a reply card.

A good many "future orders" are taken by salesmen, who call on dealers before the rush season, and help them get ready. Such orders may be taken

Profit Sharing Increases Sales Per Man, Stimulates Initiative

Contract adopted by Pacific Fire Extinguisher Co. during tough depression years proves both sound and fair, and the men are making more money than they ever did before.

A"DEPRESSION" system of compensation for salesmen, put into effect by Pacific Fire Extinguisher Co., San Francisco and Los Angeles, has proved so satisfactory to both company and men that ten years later it is still in use, with only a slight change having been made in the amount of commission. Business per man has been increased; the men are earning more than they did under former systems; and there is no sales force turnover.

L. B. Krieger, vice-president and general manager, who has seen the system through its decade of trial and permanent acceptance, says: "We find it entirely satisfactory, both for the company and for the men, and have no intention of changing."

The only alteration, effected some years after it was established, gave the salesmen a slightly larger commission percentage. Originally, the contract gave the men 50% of net profits, regardless of amount of business done. The present compensation allows a sliding scale of from 45% to 52% of gross profits.

The increase in compensation was made to afford additional incentive, and it worked. Even though the men were drawing close to the end of the

in Winter, for delivery in Spring, and can be checked, credited or debited whenever filled, because the bonus points are not finally totaled and paid until the end of the season.

"The wholesaler likes clean orders, and a growing volume," says E. W. Thompson, sales manager of the company. "He works with us in stimulating territory, by his prompt service. The plan has been remarkably interesting to wholesalers. They respect our company, our salesmen, and our merchandise, and instead of having to seek wholesale distributors, we are continually being importuned for places on our distributors' list. Our policy is to concentrate business in the hands of sufficient distributors to serve each territory properly, and we do not see any advantage in adding jobbers who would merely split up the territory and the volume of business for each."

work month, after the change, it was found that they would put forth still greater effort to close sales so as to score the highest volume of business during the month. Made two years ago, this change in the original contract, has upped the amount of business per man and keeps each man working to capacity the full month through.

Here is the complete contract under which salesmen out of the San Francisco and Los Angeles offices serve the company:

THIS AGREEMENT made and entered into by and between hereafter called the Salesman, and PACIFIC FIRE EXTINGUISHER CO., San Francisco, Cal., a corporation, hereinafter called the Company.

WITNESSETH: Salesman shall be employed in the fire appliance department of the Company on a commission basis, subject to the following conditions:

1. The employment shall continue for and during a time mutually agreeable, commencing the day of 1937, and may be terminated as follows:

- (a) By mutual consent.
- (b) By the Company with or without cause at any time on ten days' written notice.
- (c) By the Salesman on ten days' written notice.

2. The Salesman shall be subject to and

SALES MANAGEMENT



MOVE merchandise and **WIN** Iowa's \$94,000,000 food market . . .

**Influence 8 out of 10
grocers* and 8 out of 10
urban consumers!**

Can you afford to snub the 6th largest food market in the nation (even bigger than Boston)?

With one "smart move" you can "win" it by influencing 79.6% of all grocers and 80% of all consumers in urban Iowa with one newspaper . . . The Des Moines Sunday Register.

Or maybe you're one of those food manufacturers who "don't advertise in Sunday newspapers" (and maybe one of those who regularly uses a Sunday radio program)!

If so, The Des Moines DAILY Register and Tribune delivers an equally effective week-day influence on grocers and housewives. In urban Iowa it's THE NEWSPAPER, daily as well as Sunday

And in either case, you buy it at the lowest milline rates in Iowa, through

The *Iowa* Des Moines Register and Tribune

353,285 Sunday—Milline 1.70

310,201 Daily—Milline 1.61

*Write for the new survey booklet "The Influence of Your Iowa Advertising."



Here's a Clever Bonus Stunt

Salesmen of a California company were paid in bogus money for the sales points they secured in a year-long contest. At the end of the contest an elaborate party was held where they received their "money." Then they bid at an auction for guns, cameras, watches, chinaware and other customary contest prizes. Nothing but bogus bills were acceptable to the auctioneer. At the party girls from the office force acted as hostesses, and charged five or ten cents a dance, in "stage money." Drinks at the bar were sold on the same terms, thus adding to the hilarity as "rich men" treated their less fortunate fellow salesmen.

If a man did not spend all his bonus in buying prizes, dances and drinks, the remainder was redeemed in actual cash afterward. Most, however, preferred to blow in their roll on a big splurge at the annual festivity. Of course the men received adequate salaries. The bonus was an extra incentive.



hereby agrees to conform to all the rules, regulations or instructions which may be issued from time to time by the Company.

3. Salesman shall devote his full time and best endeavor to promote and effect sales for the Company and all expenses of whatever nature in the exercise of such sales effort shall be borne by Salesman.

4. Salesman shall adhere to prices as may be established by Company, and orders secured shall be written on blanks furnished by Company with sale price and shipping instructions thereon, which orders shall be signed by purchaser or in lieu hereof the purchaser's own signed order form. All orders shall be subject to approval of Company.

5. Municipal, State, Federal Government and other Fire Extinguisher Company business shall be reserved for Company, and motor fire apparatus is not included in this agreement except when Salesman is instructed to solicit such business.

6. If, because of shortage of stock, Company fills any order in part only, then Salesman shall be entitled to commission only on the part of order filled and paid for, and shall not be entitled to any commission on the unfilled part thereof until such time delivery is completed.

7. Goods improperly sold or because of any misunderstanding between Salesman and purchaser, or reclaimed goods because of and/or default in payment, that may be returned to the Company, the cost of such freight and delivery shall be charged to Salesman and no commission shall be allowed on such sales.

8. No commission shall be credited Salesman on orders sent in direct by a purchaser from the territory assigned him, excepting when Salesman has had previous contact with said purchaser and has made written report to Company of such a call with information of quotations, etc.

9. If the use of an automobile is desirable, or found necessary, then Salesman

shall, at his own expense and risk, furnish the auto and its use in the performance of his duties under this contract and shall carry insurance in favor of both himself and the Company, covering property damage and personal liability to the amount of \$5/10,000. Company will pay the cost of any increase of personal liability insurance over the \$5/10,000.

10. The Salesman shall furnish bond in the sum of ONE THOUSAND (\$1,000.00) DOLLARS payable to the Company in an insurer approved by Company, to secure the faithful performance by Salesman under this agreement and for the payment and delivery to the Company by him of all money, records, property, duplicate of this contract, and all things of value belonging to Company, and said bond shall be received and approved by Company as a condition precedent to the taking effect of this agreement.

11. Until such time when Company may find it necessary for satisfactory development of sales to change, decrease or enlarge Salesman's territory, the Salesman agrees to confine his sales effort to territory assigned him as follows:

12. Salesmen during continuation in the employment of Company under this agreement, shall receive a commission on all moneys received from the sale of products sold for Company in the aforementioned territory as follows:

- (a) On the first \$250.00 gross profit, * 45% commission.
- On the 2nd \$250.00 gross profit, 47½% commission.
- On the 3rd \$250.00 gross profit, 50% commission.
- On the thereafter gross profit, 52½% commission.

- (b) Commission shall be computed on the total amount of sales orders as are approved, delivered, invoiced and collected for by Company, and shall be payable monthly on or before the 10th of the succeeding month.

- (c) Company may advance to Salesman

on the 15th and 30th of any month, totaling an amount of money approximating his past average monthly commission earnings and such advance shall be deducted from commission earned for the respective month, and when such earned commission does not equal the deductible amount advanced, then the deficiency shall be carried forward to succeeding month as advance until earned commission equalizes advances.

- (d) All amounts advanced to Salesman shall be considered personal loans and upon demand Salesman agrees to repay Company the amount advanced in excess of commissions earned.

- (e) Sales made in other territory, and the product shipped into Salesman's territory, the commission thereon shall be credited equally between Salesmen involved.

* By Gross profit is meant the difference between the sale price and cost to the Company of the goods plus freight, delivery, installation costs, if any, customers' discounts, and legal collection charges, if any.

13. The failure of the Company at any time to enforce any of the provisions of this agreement shall not operate as a waiver thereof, nor abridge the right of the Company subsequently to enforce stipulations contained herein. No commission shall be paid Salesman on any order received from the territory assigned to him or from elsewhere after termination of this contract.

14. The Company shall not be held liable for any obligations incurred by Salesman in his transactions hereunder; that the Salesman shall have no power to act for or bind Company in any lease, contract or agreement, other than is herein expressly provided for.

15. The parties hereto have fully considered all points involved and agree that it is satisfactory and binding on each.

PACIFIC FIRE EXTINGUISHER CO.

By

Salesman

Witness

Territorial Rights Guarded

It will be observed that the men are, to all intents and purposes, in business for themselves. They stand their own expenses, such as travel, automobile, liability, insurance, etc. The company is protected by the salesman furnishing a \$1,000 bond.

Each man is assigned an exclusive territory for his operations after he has worked it up to the point where the company feels he is meeting satisfactorily all the prospects that territory offers. This is usually after a period of from one to two years, depending on the man and the territory.

The advantages of the profit-sharing system of compensation, as practiced by his company, are, according to Mr. Krieger, chiefly:

- 1. It provides fair remuneration for the salesmen in good and bad

SALES MANAGEMENT

times, and both salesmen and company benefit from increased volume, suffer from poorer sales, in proportion to the business to be had. This is fair to both parties, and as the scale of commission is exceptionally high, the men can always make a good compensation figure for themselves.

2. Morale is good. The men feel they are to all intents and purposes in business for themselves—the company, of course, providing the operating capital.

3. Initiative is developed, since the man's returns are commensurate with his efforts and his ability.

4. There is little temptation to waste time, every incentive to organize time and work to give maximum results.

5. The men develop their own circle of customers, are known to them, and after a man has been in a territory for a few years, orders start coming in merely because the man is on the job. This releases him, to some extent, to develop new prospects.

Commission Spurs Incentive

6. Poor salesmen are weeded out and eliminated, since only a first-rate man could make the grade to start with, depending solely on commission, and maintain his standard through the years. It is noteworthy, however, that the men stay with the firm, display complete mental ease, work hard, but do not have to overwork to maintain their standard of living.

Only serious objection that might be offered to the system, according to Mr. Krieger, is that the salesmen might have a tendency to think more in terms of their own immediate advantage, less of the company's long-range interests. This is a danger. However, it is one that has not developed for this particular organization. The tendency to high-pressure the customer in order to keep up quotas seems to be balanced by the salesmen's own long-range interest in his job and his future contacts in that territory. This is the advantage of giving a man an exclusive territory, letting him make it his, with no fear of encroachment.

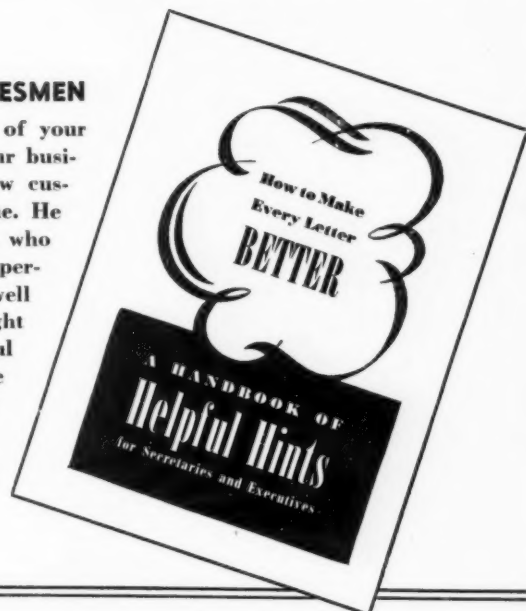
"Only criticism we have received from the outside," says Mr. Krieger, "is that our compensation percentages are too high!" The firm is satisfied, however, and its officers believe that the system develops more efficient and aggressive men and results in more business per man and greater fairness to both the company and the field personnel.

OCTOBER 10, 1940

A MESSAGE TO SALES MANAGERS

YOUR LETTERS ARE SALESMEN

Every letter which goes out of your Company is a Salesman for your business. A letter can make a new customer—or may lose an old one. He is a farsighted Sales Manager who appreciates the importance of perfect letters — well set up, well typed, and intelligently thought out. P.S.—Royal has a helpful little booklet, "How To Make Every Letter Better," which is available for distribution.



Royal is World's Number One Typewriter, the leader in more than 20,000 of the nation's schools, as it is in the business world. It holds the all-time World's Typing Speed Record. We are so confident of Royal's superiority that we'll be glad to put a Royal in your Office on trial without obligation.

And here's a little tip—many Sales Managers are finding Royal a "natural" as a sales contest prize.

ROYAL
TRADE MARK
ROYAL TYPEWRITER COMPANY, INC.

WORLD'S NUMBER ONE TYPEWRITER



Ewing
Galloway

Union Hardware men, once "hired hands on salary," now sales managers of their own territories working on straight commission, wouldn't go back to the old system if given a choice. Reason: They're happier and they're making more money.

What a Commission Payment Policy Did to Rebuild a Tottering Business

IN 1929 we had a depression, about which you have undoubtedly heard—and not from your grandfather!

Our company was hit, like everybody else, only harder, because hardware jobbing is a business of narrow margins on innumerable products. Our catalog today carries more than 89,000 items.

During the 1920's, we did the best business we had ever known.

For the next five years, we had about the slimmest in the history of the company, founded 1881, incorporated 1892, a venerable concern for youthful Los Angeles. Business was so bad in 1930 that, in 1931, we called our salesmen together at the University Club, and told them that we were going to stop paying them salaries. Up to that time we had paid them—57 men covering Southern and Central California—salaries and expenses.

Depression had crippled sales to such an extent that this was no longer possible. Their territories did not hold the business to pay the old salaries, and they knew very well that their sales were not meeting salaries.

The years 1928 and 1929 had been good years, and the year 1930 poor. We proposed averaging sales for those years, and upon them establishing a commission which would be equitable, and upon which the men could earn

Sales are at an all-time high; the men have developed into efficient territory managers; and sales costs are well under control. Why shouldn't Union Hardware believe in a compensation plan which has worked out so well?

As told to James H. Collins

BY

EDWARD H.
McGINNIS

Secretary and General Manager
Union Hardware & Metal Co.
Los Angeles



money if they made sales.

In fact, they would be earning more money, if the old ratio of sales had still been possible. We were increasing their salaries, if they could get the business. The fly in the ointment was that business was way down.

Salaries in other departments of the business had been reduced, they knew it, and accepted the new plan without a whimper.

This plan began to show results about 1935, and the five years until 1940 were good. Salesmen made more money than in the crazy 1920's. The year 1937 was the best we ever had in the history of the company, and if the present pace of 1940 holds to the end, we hope to beat 1937.

We had 57 salesmen in 1931; today we have 86, all of them except about a dozen, who work on specialties, on a commission basis.

If we were to call them all together again and say that the company was compelled to put them back on straight salary-and-expenses, the gloom would be far deeper than it was in 1931. And we would have more reason to be gloomy than our men.

For when the men of 1931 saw that they were practically in business for themselves, they rose to the possibilities, worked harder, used more intelligence in planning their work, and laid the foundations upon which they

profited as soon as general business showed any improvement at all.

Our business is about evenly divided between hardware distributed through retailers, and tools and supplies sold to industrial concerns. We are the largest distributors of hardware and industrial supplies west of Chicago, and our industrial business is done with thousands of factories, mines, construction firms and similar customers—for example, we supplied all the hardware and small tools used in building Hoover Dam.

These facts are stated to set the stage, as it were, for the drama of new selling methods that began in heart-breaking 1931-1934.

It should also be explained that we pay the highest wages regionally of anybody in our business, and that our organization, with its 14 departments, is literally a family organization. Our employes and executives have all come here as boys and girls.

Retailers Face Repair Era

For the two different branches of our business we have two sales forces, each with its own manager—Francis Regan is general hardware sales manager, and Elton Hay, industrial sales manager.

In 1931 retail hardware was at a very low ebb, because building had stopped. A load of lumber passing through the street was a rarer sight than a circus parade, and many people were losing their homes through mortgage foreclosure.

This made the hardware salesman's job tough, but our men began to study the situation, and found that it was not altogether hopeless.

People were not building houses, but they were repairing them. Where in normal times they sent for the carpenter, painter or plumber to make repairs, now they went to the store and bought tools and materials to do the work themselves. More than one factory during those years made money on repair tools and materials, and our men brought this new situation to the attention of hardware dealers who may not have realized its opportunities, and persuaded them to feature repair merchandise, as something that had a solid consumer foundation.

In normal times, such a trend might have been overlooked, but in hard times it was a life-preserver.

On a salary, it was natural to feel that when a certain number of calls had been made, a man could fairly regard it as a day. How much hard-

"THE SORT OF SALES TRAINING PROGRAM WE'VE BEEN TRYING TO DISCOVER FOR YEARS"

Says Mr. Bernard Hines, Manager, Residential Sales Indiana General Service Co., Marion, Ind., Westinghouse Distributors



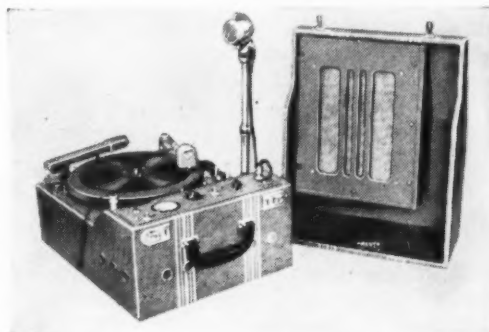
Westinghouse "sales talk" being Presto-recorded.

RECORDED SALES AUDITIONS!

Last fall Westinghouse launched a new idea for training their range and refrigerator salesmen. Each district supervisor took a Presto voice recorder to the various retail stores, made recordings of salesmen's presentations. Prizes were awarded in each district and nationally for the best sales talks.

RESULTS: Salesmen heard their own mistakes for the first time, voluntarily went to work to correct them. New salesmen heard the

records of more experienced men, got new ideas in a way they could remember. *All* salesmen studied Westinghouse selling points as never before, sold more of that company's products *because they knew them best.* YOUR salesmen will welcome this new idea. They'll enjoy hearing and improving their own talks on YOUR PRODUCT. Write for full details—today!



Presto Model K—inexpensive—portable—easy-to-use. Makes professional 6", 8", 10" or 12" phonograph records that you can play back instantly, on the same turntable.

PRESTO RECORDING CORPORATION
242 West 55th Street, New York, N. Y.

World's Largest Manufacturers of Instantaneous Sound Recording Equipment and Discs

ware had been sold might be left to the house to figure—if the volume didn't cover salary and expenses, surely the house would say so!

But on what we chose to call a "share-the-profit" system, the volume of sales had to be figured to a dollar, and if there wasn't enough to meet the income needs of the salesman who had already reduced his personal expenditures, then the logical thing to do was, keep on going, and make more calls.

The hardware men soon got the simple philosophy of more calls to make more sales. They were down earlier, stayed out later, paid more attention to the problems of their customers, the hardware dealers, looking for ways to help them get what business was going, and planning their trips so that more dealers could be called upon for less gas and rubber. It was "root hog or die" for the darkest years, but the foundations laid then made it possible to build bigger business when the clouds lifted.

Our industrial salesmen found their opportunities, too. Construction and mining were down, but manufacturing began to reveal considerable activity, based on the make-your-own-repairs trend. Also, local manufacturers found customers for products that had been brought from a distance, because their customers bought smaller quantities, upon which freight rates were higher than carlot rates, and the transportation situation gave them a differential.

"Stock-Sensitivity" Wins

Southern California is a region of innumerable small factories, often custom shops that have quantity business in their line, and employ a few people, and are very active in seeking business. They are close to their customers, for service, compared with the large concerns far away, and they will go considerable lengths in modifying their goods to meet special requirements. It often happens that such changes lead to new designs, which eventually find a wide demand.

As an example of the chances for our men in the industrial field, I recall one manufacturing industry here which was hard hit. There were half

a dozen small factories in that line, all struggling under competition of big eastern concerns, and when the depression closed down, they all practically stopped production, except one concern, whose proprietor had sense enough to switch over to the repair market. In a little while, he was running full time, and had made contracts with the other idle factories to make goods for him.

Our men saw these industrial changes, and went after business on the new repair basis.

While people were patching and cobbling, it seemed as though they had no thought of buying anything new. But you may remember the revulsion that came against patching and mending along in 1937, when folks were going back to work, and getting real money once more. Then, it seemed as though nothing but the best and latest in brand-new merchandise would interest the consumer, and our salesmen were ready for the change, preparing their customers, getting them stocked up.

Large Volume Necessary

We have often been asked whether we think our sales compensation method could be applied to other lines of business. The only way we can answer such a broad question is, to explain fully what it has done for us.

Our profit margins are so narrow, that we have to depend upon a large volume to stay in business at all. This condition is inherent in our line.

To succeed in this business, it is necessary to carry very extensive lines, keep them turning regularly, and be ready to serve customers promptly. On every item we sell, a "store cost" is figured. We take the price paid to the manufacturer, add freight and nothing more which makes our actual "store cost."

Our salesmen know this cost on every item they sell, their commissions are based on it. They have a leeway in selling based upon the quantities and other factors. Needless to say, that leeway cannot be abused, and because our men are in business for themselves, and know their costs, selling does not fall into price competition.

When our store costs in the 1920's are compared with those of today, it is clear that, regardless of the depression, some such change in salesmen's compensation would have been necessary today.

For all the costs of doing business have risen, and to them has been added a tax burden unknown in the 1920's.

It has become necessary for a salesman to sell a far larger volume, and in the commission plan, with the hard experience of the early 1930's we have found the effective method, one under which the men are paid according to the greater amount of work they do, their increased sales, and for their experience, judgment and initiative.

Straight Salaries Lower

This plan, or something like it, is undoubtedly worth considering for any business which is going through the changes that have come to us. And it is also worth considering by a business which may not yet be affected by such changes, but will have to meet them in the future. The trend toward narrower profit margins, higher operating costs and increasing taxes is universal, and affects all business.

If our salesmen were to go back on salaries, their incomes would immediately be cut from 25 to 50%, because they are earning that much more today, in territories either the same approximate size as those of the 1920's or in some cases smaller. Of course, population and business activity have increased meanwhile, and the same territory offers more potential business.

But the reduction in earnings would not be felt as much as the loss of the sense of proprietorship in their own business. That is the thing they developed under adversity, in the hard years, and it has changed them to such an extent that our salesman of today is an entirely different man from the fellow of the 1920's. Then, he was a salaried man, interested mainly in holding a job—conscientious and industrious, but working without an intimate knowledge of what supported his job.

Today, he is a part-proprietor, working for the success of a difficult business, well posted on the operations of that business from the time we purchase the goods he sells, and the costs of handling and delivering them, and collecting the bill.

It is an entirely different world, and the change in compensation has wrought the change in him.

SALES MANAGEMENT

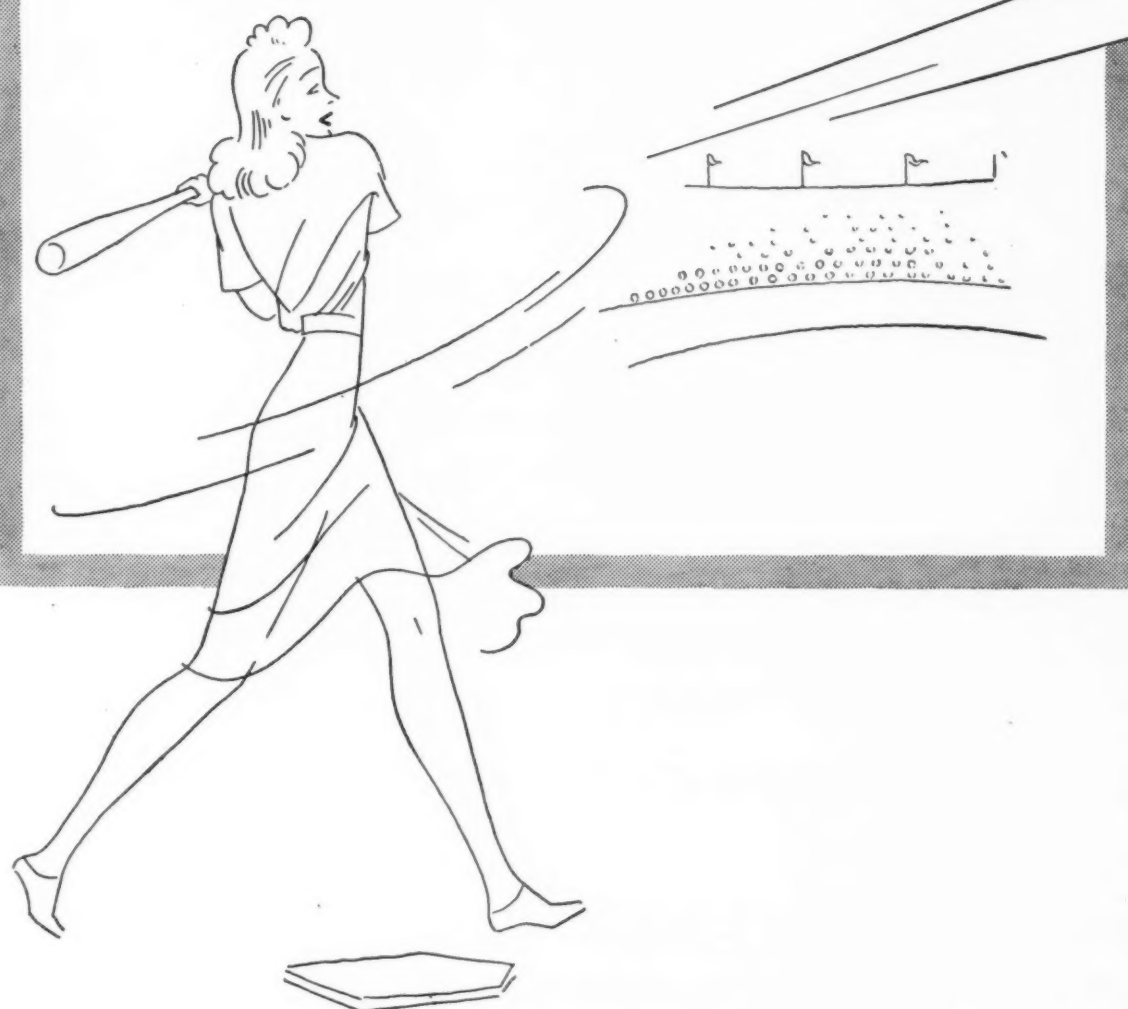


WHO for Iowa Plus!

DES MOINES — 50,000 WATTS

FREE & PETERS, Inc., National Representatives

YOU CAN'T MISS...IN PROVIDENCE!



NOW going on — the tenth inning of the 1940 World Series of Business. You vs. your perennial opponent, the Year Before. Here's a flash from the press-box in Providence, where advertisers are staging sales rallies: the highest August payrolls in 11 years and a gain of 16% in department store sales are the first of a flock of home-runs off National Defense Program pitching.

Everybody reads the **PROVIDENCE JOURNAL-BULLETIN**
In New England's Second Largest Market!

REPRESENTATIVES: Chas. H. Eddy Co., Inc. • New York • Chicago • Boston • Atlanta • R. J. Bidwell Co. • San Francisco • Los Angeles

OCTOBER 10, 1940

[45]



(Above) Maintaining order in a sales presentation which has to be crammed full of material is one problem of visual selling. Permutit Co., New York, has solved this with its Merchandiser, a double accordion folder which opens out from top and bottom yet folds back into a compact carrying unit. Mounted on an easel binding produced by Brewer-Cantelmo, New York, the Merchandiser is used by domestic water conditioning salesmen as a part of a presentation to dealers.

(Below) Last year when Gar Wood Industries, Inc., Detroit, brought out its "Load-Packer," a steel body for trucks designed to load and unload automatically, the job of introducing it to municipalities for which it is especially adapted was assigned to Edward D. Ranck. Depending almost entirely on a portfolio presentation—demonstration models are available only when one of the trucks is being driven across country for delivery—Mr. Ranck in less than a year initiated sales of 66 truck bodies valued at \$150,000. Here he shows how he did it with a pyramid portfolio large enough to be used before a group yet small enough to carry under the arm. The presentation consists of 29 pages, illustrated by photographs of the product. Meanwhile, Mr. Ranck has trained other Gar Wood salesmen to use smaller presentations. Binders are by Burkhardt Co., Detroit.



(Above) Pennzoil salesmen have a pill for every patient—service stations, repair garages, storage garages and new and used car dealers—which they dispensed this Spring from "Old Doc Pennzoil" sales kits. The contents were not pink sugar pills but advertising and merchandising prescriptions designed to help distributor salesmen show dealers what tonics the company had for their Spring oil business.

Sell thru the Eye— Their Ears Are Tired

(Below, left) Montgomery Ward & Co., Chicago, is supplying its retail paint outlets with color harmonizers which "put at the finger-tips of the sales person and the prospect 936 different color combinations for kitchens and bathrooms." It's done with transparent pages on which kitchen and bathroom equipment is printed. These fold-over sheets of various wall colors and half-sheets of ceiling colors producing complete color combinations to show the prospect, before she buys the paint, how her room will look when the paint job is done. The harmonizer, bound with spiral plastic for easy turning of the pages, was produced for Montgomery Ward by X-Ray Sales Method, Inc., Chicago.

(Below) A catalog and a visual sales aid are rolled into one compact presentation in the Salemaster built by Remington Rand, Inc., Buffalo, for the York Oil Burner Co., York, Pa. The company now has 53 of these units in use by its salesmen. Eighty-ten Kardex pockets on the inside cover give ample room for sales material, which is indexed for ready reference, while technical data and photographs are ring-bound into the case on the other side. A large bellows pocket on the inside of the back cover can be used for price lists, order blanks, and additional data sheets. The leather zipper kit closes to form a compact brief case.



THERE'S A SWING-O-RING LICENSEE IN YOUR AREA

ALABAMA—BIRMINGHAM
Roberts & Son, Inc.
ARKANSAS—LITTLE ROCK
Democrat Printing & Lithographing Co.
ARIZONA—PHOENIX
Arizona Trade Bindery
CALIFORNIA—LOS ANGELES
Coast Envelope and Leather
Products Co.
SACRAMENTO
Silvius and Schoenbackler
SAN FRANCISCO
The T. J. Cardozo Co., Ltd.
COLORADO—DENVER
The W. H. Kistler Stationery Co.
CONNECTICUT—HARTFORD
Plimpton Manufacturing Company
NEW HAVEN
The Peck Bindery, Inc.
DIST. OF COLUMBIA—WASHINGTON
George A. Simonds and Company
GEORGIA—ATLANTA
The Stein Printing Co.
ILLINOIS—CHICAGO
Ellingsworth Mfg. Company
INDIANA—INDIANAPOLIS
C. T. Sankervis Company
IOWA—DES MOINES
L. W. Holley & Sons Co.
KANSAS—WICHITA
McCormick-Armstrong Co.
LOUISIANA—NEW ORLEANS
E. N. L'Pon Printing Co.
SHREVEPORT
Journal Printing Company
MARYLAND—BALTIMORE
Moore & Company, Inc.
MASSACHUSETTS—BOSTON
Thomas Groom & Company, Inc.
HOLYOKE
Kamtek Corporation
SPRINGFIELD
Springfield Printing & Binding Co.
WORCESTER
J. S. Wesley & Sons
MICHIGAN—DETROIT
The Burkhardt Company
MISSOURI—KANSAS CITY
Irent Printers
ST. LOUIS
National Cover and Mfg. Co., Inc.
NEBRASKA—LINCOLN
Woodruff Printing Company
OMAHA
Irvin A. Medlar Company
NEW JERSEY—CAMDEN
Cooks, Inc.
NEWARK
Brown & McEwan, Inc.
W. C. Horn Bro. & Co., Inc.
BUTHERFORD
The Garaway Company
NEW YORK—BEAVER FALLS
Beaverite Products, Inc.
NEW YORK
Brewer-Santelmo Co., Inc.
McKenzie Service Inc.
Shores Mechanical Binding Co.
ROCHESTER
Wm. F. Zahndt and Son
SAUGERTIES
Saugerties Manufacturing Co., Inc.
SYRACUSE
Erhard & Gilcher
NORTH CAROLINA—RALEIGH
Edwards and Broughton Company
OHIO—CINCINNATI
Charles F. Sterneberg
CLEVELAND
The Forest City Bookbinding Co.
The Mueller Art Cover & Binding Co.
OKLAHOMA—OKLAHOMA CITY
Dewing Printing Company
PENNSYLVANIA
CLIFTON HEIGHTS (Adj. Phila.)
Buchan Loose Leaf Records Co., Inc.
PHILADELPHIA
National Publishing Company
Novelly Bookbinding Company
PITTSBURGH
S. A. Stewart Company
TENNESSEE—KINGSPORT
Kingsport Press, Inc.
MEMPHIS
S. C. Todd Company
NASHVILLE
McQuiddy Printing Company
TEXAS—DALLAS
American Beauty Cover Company
HOUSTON
The Cardill Co.
UTAH—SALT LAKE CITY
Stevens and Wallis, Inc.
VIRGINIA—RICHMOND
Everett Wadley Company, Inc.
WASHINGTON—SEATTLE
Johnson & Horais, Inc.
WISCONSIN—MILWAUKEE
The Heim Company
CANADA—TORONTO, 2
The Luckett Loose Leaf, Ltd.
ENGLAND—LONDON
Fisher Bookbinding Co., Ltd.
Pirie, Appleton and Co., Ltd.
HOLLAND—AMSTERDAM
Rikman and Satorius, N. V.
SWEDEN—STOCKHOLM
Aktiefelag P. Hertzog and Soner
SWITZERLAND—BERNE
Alfred Weber A. G.

Free
Write us today
on your business letterhead
for free Swing-O-Ring pocket
notebook. Also—your Printer will
gladly supply a Swing-O-Ring
dummy for your next job.

DISCOVERED!

by hundreds of practical-minded firms...



...SWING-O-RING a new-type loose-leaf binder that for the first time combines amazing PAGE STRENGTH with SMARTNESS at low cost!

Discovered... and put to use on attractive,
longer-lasting catalogs, sales manuals, portfolios!

For years, business firms wanted a loose-leaf
binder that was strong, good-looking and rea-
sonable in cost. SWING-O-RING was—and is—
the answer!

Swing-O-Ring's extraordinary STRENGTH is
due to *multiplicity of rings*. Not three or seven
rings, but *many* rings, holding the pages, *protect-*
ing the pages! By actual test, Swing-O-Ring's
page strength is 600% greater than the same
page in an ordinary loose-leaf binder!

Now... to STRENGTH, add these many other

features: GOOD LOOKS, in many matching or
contrasting colors. EASE OF OPERATION—in
books that open swiftly, close smoothly, lock
securely. VISIBILITY in pages that lie flat and
true. CONVENIENCE in pages that can be easily
interchanged. HANDINESS... in compactness,
less weight for salesman's kits. *All* are yours in
Swing-O-Ring!

Ask your Printer to dummy up your next cata-
log or sales manual in Swing-O-Ring. Let us
send you a free Swing-O-Ring pocket note-
book, that quickly demonstrates Swing-O-Ring's
many unique features. Write us today on your
business letterhead.

Swing-O-Ring

THE MODERN LOOSE-LEAF MECHANICAL BINDING

SWING-O-RING, INC.

A division of The Fred Goat Co., Inc.
310 Dean Street



Precision Engineers... Established 1893
Brooklyn, N.Y.



Southwestern Bell's sales presentation "sold" this actual telephone installation which was illustrated in the portfolio.

So You Find It Hard to Visualize the Sales Points of a Service?

Southwestern Bell gives a specialty-selling slant to an intangible, and wins the A.M.A. award for one of the best sales presentations submitted in a national competition.

LAST Spring the American Management Association held a competition to bring to the surface the nation's best sales presentations. There were more than 300 entries. A "first" was given in each of three divisions. When the judges were through the first award for the best presentation to industrial firms was given to the Southwestern Bell Telephone Co., St. Louis.

The specific "job" that took the prize is the company's sales presentation, "Telephone Services in Use." It is a loose-leaf, wire-bound book, 8½x11 inches, printed in black and green. Contents consist in the main of photographs, with some diagrams, with reading matter reduced to a minimum. The pictures, mostly, tell the story. It was prepared to pinch hit for an old sales manual which had been built up over a period of years but was found lacking in sales appeal and effectiveness.

Prospects Not Interested

The old book, pocket size and an inch thick, was little more than page after page of fine printing. It was filled with technical information of value to the telephone salesman himself but, when shown to a prospect, was not much more than a headache. No prospect, in the memory of the oldest salesman, ever evinced any interest in it. In fact, it was just about the last thing a smart salesman would think of putting in a prospect's hands.

Southwestern Bell operates in some 690 towns and cities scattered throughout Missouri, Kansas, Arkansas, Oklahoma, Texas and some of southwestern Illinois. It maintains 52,062 miles of pole lines and 7,615,819 miles of wire, in the air and underground. Local and toll calls run about 325,000,000 a month. Total company telephones, by a recent check-up, number nearly 1,600,000. The company has 840 central offices and 6,965 private

branch exchanges. It employs more than 24,000 men and women.

Three hundred and thirty persons are engaged exclusively in sales work. In addition approximately 400 other employees, mostly in smaller towns, devote a part of their time to programmed sales work. Business office employees represent another important sales agency, as it is a part of their duties to take advantage of all contacts possible to further services to customers. On top of all this a third im-

portant sales agency is represented by telephone installers and repair men.

The sales and servicing work of these latter is of special importance since, ordinarily, they are the only employees who have the opportunity to make an on-the-premises check of the service needs of the great body of residence customers. It sums up to an army of salesmen, whole or part time with servicing contacts.

The main job of selling service comes under the following headings:

1—*Business Exchange Sales Work*—On-the-ground reviews of the telephone service needs of business customers, the salesmen acting largely in the capacity of a "communications counselor."

2—*Canvassing Non-Users*—Door-to-door canvassing of families and small business firms who are without telephone service.

3—*Promotion of Out-of-Town Communication Services*—Includes long distance and teletypewriter services.

4—*Directory Promotion*—Selling representation in the classified telephone directories.



Truck Story: International Harvester Co., Chicago, has found it profitable to give careful planning to the large sales portfolio it supplies to dealers of its motor truck division. Bound into a zipper kit, the sheets which tell the step-by-step sales story of International Trucks are punched to permit easy turning. Dealers like the portfolio because it enables them to tell their story in logical sequence, saving time for themselves and the prospects. Made of top-grade cowhide, suitable for the long wear its heavy duty demands, the case is sold to dealers at cost. Stein Bros. Mfg. Co., Chicago, produced it for International Harvester.

In addition to the major projects, there are other specialized sales activities such as (a) improving and extending farm telephone service, (b) promoting the use of individual line service by residence customers whose requirements are not adequately met by party-line service, and (c) effort directed toward "saving" requests for disconnection of service.

In almost every phase of this work it was found that the salesman needed something to focus the attention of the prospect, something he could see.

"The very name printed on the old book, 'Sales Manual,' was psychologically wrong," says E. N. Widen, general commercial manager. "The prospect, in his own mind, was likely to say, 'That's the thing that hooks me into the sale.' The words, 'sales manual,' built resistance.

"When we decided that we needed a better tool we didn't hurry into it. After a number of inter-department conferences we decided that the best thing we could prepare to influence and convince the prospect would be a booklet, filled with pictures, which would illustrate and visualize actual telephone services in use. Telephone services used in business have progressed rapidly in recent years and, we felt, many business men, their minds occupied with other things, lacked information on the subject; didn't know what 'phones and teletypewriters, for inter-office and inter-department communication and between offices and plants and larger customers with whom communications was rather constant, could do to speed up and facilitate their work.

Applications Visualized

"We felt that the sales presentation we planned should not be designed as a reference manual for salesmen. We already had that. The planning and production of the booklet was carried out by our general sales supervisor, our general advertising manager, our general sales promotion supervisor, our advertising assistant and our layout supervisor. These worked with salesmen and sales supervisors, men out in the field, obtained ideas and suggestions as to what was needed to help salesmen tell their story and to help the customers make their selections. Then we employed one of the best known photographic studios in St. Louis.

"Many pictures, more than we could possibly use, were taken. A considerable number of them were posed in our general offices using telephone workers on our regular staff. A number were posed with professional models. Some were taken in private homes. Every effort was made to get pictures that looked natural and unposed.

"It will surprise many business men, probably, to learn that we have something like 150 different devices, wiring systems and equipment units aimed to make telephone installations in the office and home wanted and more serviceable. We desired to illustrate as many uses as possible in our book. So diagrams were drawn to make many applications clearer.

"To mention just a few of the pieces of apparatus illustrated and described, there is the operator's auxiliary handset, the key handset, the voice silencer, the desk microphone, portable telephones, a variety of signaling devices, loud speaker paging system, code signal paging system, switching devices, a variety of office systems, types of switchboards, teletypewriter services.

"We were pleased to find that it was very common for a prospect to grab the book from a salesman's hands and go through it with all the interest he would find in looking at some finely printed illustrated magazine. He'd turn over the pages, read the descriptions and study the diagrams. Sometimes, with very little 'sales talk' on the part of the salesman he'd say, 'Here's what we want.' We found that it saved a surprising amount of salesmen's time and that a vast amount of 'word flow' was eliminated.

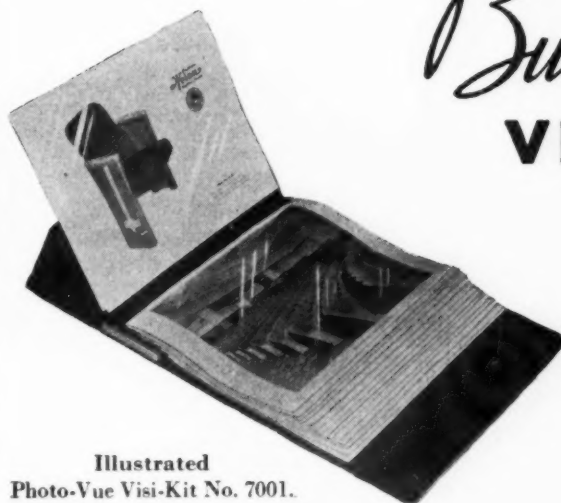
"It is our opinion that much of our success is owing to the research and groundwork we did in advance of the preparation of the copy. Salesmen and supervisors helped a great deal because they

cooperated so well with the staff people. They cooperated gladly because they all had long felt a need for just this type of help and realized how important it would be in the sales job.

"When you can show 'in use' devices, livened with illustrations of men and women, it all looks simple, convincing and practical. Selling a service, I think, is in some ways the hardest kind of selling. If you are selling a man an auto, refrigerator or vacuum cleaner you can say, 'Here it is.'

"Visualizing an inter-office communicating system is far more difficult, and that's where our illustrated book comes in. It does the job as no amount of talk could do it."

SEE EVERYTHING IN THE NEW *Burkhardt* VISI-KIT



Illustrated
Photo-Vue Visi-Kit No. 7001.

EASY TO SET UP—FOLDS TO
A FLAT, COMPACT UNIT FOR
CARRYING

Here is the latest addition to the Burkhardt line of VISUAL SELLING equipment—the Photo-Vue Visi-Kit. An ideal method for displaying photographs or presenting a visual sales story. Water clear acetate envelopes give complete protection to photos, keeping them clean and free of curled or torn edges.

Carried in stock in three styles . . . the Photo-Vue Visi-Kit (as illustrated) for 10 x 8" photos; the Swing-O-Ring Visi-Kit for 10 x 8" and 11 x 8½" sheets; and the Ring Visi-Kit for 11 x 8½" sheets. Special sizes made to order.

Send for illustrated literature

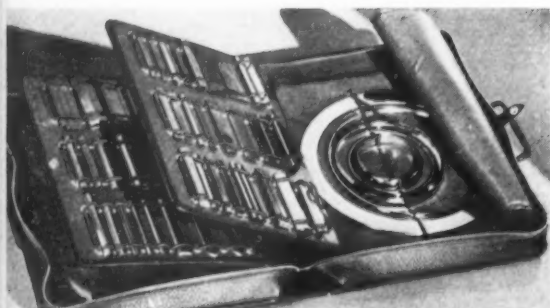
THE *Burkhardt* COMPANY
LARNED AT SECOND • DETROIT, MICHIGAN



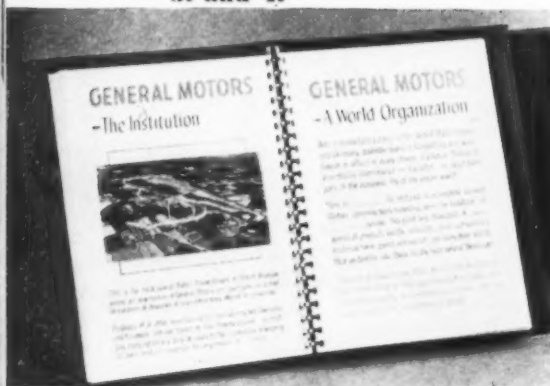
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SALES AMMUNITION FOR BORED BUYERS

1. Sample Case: Salesmen of All-American Brands, Inc., Albany, N. Y., distributors of Hula Lei Hawaiian perfumes, find this sample case an effective demonstrator of both the product and the counter display piece which the company supplies to retailers who carry the line. Built by Weinstein Co., New York, the Hula Lei sample case is of black leather, lined with blue velvet to set off the transparent boxes and hand-carved wooden containers. Special mountings are built in to hold the perfume packages and the display. The trees of the display are movable to permit the case to close.

2. "Sales Clincher": Hamilton Manufacturing Co., Two Rivers, Wis., has developed a portable display in the portfolio it supplies to dealers. The company, manufacturers of heavy medical equipment such as examining tables and instrument cabinets, developed the kit so that dealers' salesmen could display the merits of the products in doctors' offices and clinch the sale without waiting for the doctor to come to the dealer's show room. Thus Hamilton calls the case its "Sales Clincher." Actual photographs of the equipment and samples showing construction materials and principles are included. The case was produced by the Heinn Co., Milwaukee.

3. Moulding Kit: American Leather Products Co., Indianapolis, has built for Moulding, Inc., a sample case to be used by its sales representatives as a supplement to the company's catalog. "Although the men are just beginning to use the case, it is our belief that it is going to work out nicely," said F. V. Osborn, sales manager. "In calling on the trade it enables the salesmen to show quickly and completely our line and pick out samples from the case of any moulding section that may be shown in our catalog."



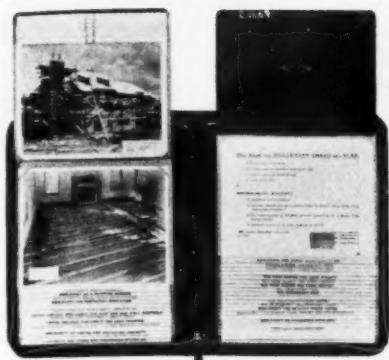
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8.

4. Ring Bound: The easel-back portfolio used by General Motors Overseas is Swing-O-Ring bound, enabling old sheets to come out and new ones to go in whenever necessary. The portfolio is designed to tell the story of General Motors as a world-wide organization. Swing-O-Ring bindings are manufactured by Fred Goat Co., Inc., Brooklyn, N. Y., precision engineers.

5. Customer Presentation: American Floor Surfacing Machine Co., Chicago, last year built for its men a "customer presentation" which is carried by its salesmen in a ring-bound zipper case with handles. The sheets, each of which brings out some point about the company and its products, are laminated with cellophane to make them cleanable and preserve the contents. Stein Bros. Mfg. Co., Chicago, produced the leather-bound portfolio; Rad-Mar Press, same city, did the offset printing job. With the presentation each man receives a printed pamphlet suggesting methods of using the visual selling aid.

6. Dodge Album: The Swing-O-Ring bound presentation pictured here is in use by 12,000 Dodge salesmen throughout the United States. Its major use is to give the retail salesmen the visual means of thoroughly and accurately presenting the Dodge car to prospects when salesman and prospect are not in the salesroom. Conveniently indexed according to the qualities in a motor car which mean much to the car owner, the presentation is bound in simulated blue leather with silver printing reading "Dodge—Dependable for 26 years." Burkhardt Co., Detroit, bound the presentation for the Dodge division of Chrysler Corp.

7. Three-Angle Binder: Five hundred three-angle ring binders are being used by salesmen for Farnsworth Radio Corp., Fort Wayne, Ind., in introducing the company's 1941 line of radios and radio-phonograph combinations to dealers throughout the country. With this type of binder, produced by the Barrett Bindery Co., Chicago, the presentation may be shown flat, at a 25-degree angle or at a 65-degree angle.

8. Zipper Kit: Salesmen of the Sisalkraft Co., Chicago, manufacturers of reinforced papers for insulation, are using this application of the Remington Rand Salesmaster to help them tell a convincing story about the product. Inasmuch as insulation is "hidden" in a com-

pleted house, it was necessary to secure photographs of structures taken at various stages of construction showing Sisalkraft when, where and how used. These photographs are mounted on Kardex sheets, indexed in two colors for easy identification. The company has ninety-six of these units in use by its salesmen, reports that they like the zipper kit for its portability and the completeness of the story they are able to tell with the indexed sheets.



Better Sales Cases Produce Better Sales

for

- YOUR SALESMEN
- YOUR DISTRIBUTORS
- YOUR PRIZES
(Sales Contest)

22 YEARS EXPERIENCE AT YOUR DISPOSAL:

A national reputation for styling and quality manufacture has brought us the patronage of many of the nation's finest sales organizations, i.e. International Harvester Company, Westinghouse, RCA-Victor, Standard Oil Company, E. I. du Pont de Nemours Company, General Electric Company, Sinclair Refining Company, Bell & Howell, insurance companies, public utilities, etc., have benefited from this—and we can help you!

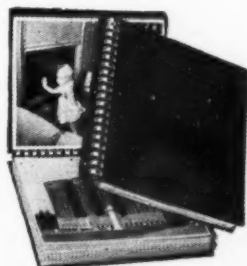
EXCEPTIONAL SERVICE FOR YOUR SPECIAL NEEDS:

No matter what your problem, we can produce for you efficient Sales or Advertising cases that will pay you dividends.

ASK US ABOUT THE NEW PLAN FOR SELLING SALES CASES TO YOUR CUSTOMERS.

THE NEW VISUAL PORTFOLIOS:

Visual sales kits protect and dramatize photos, advertising material, price lists, etc. Improve appearance of contents. Add prestige to sales presentations. Finest quality transparent Acetate envelopes. Write for details.



"SALESFOTO VISUALIZER"

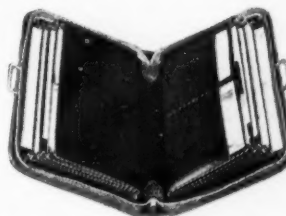
Complete sales kit for 30 to 50 photos. Has ring binder and pockets for order books, sales data, etc.

"VISUALOPE" (albums)

New "Swing-O-Ring" bound units of 3, 6, 12 or 24 transparent Acetate envelopes. Attractive artificial leather covers.



ZIPPER RING BINDER



MULTI-POCKET PORTFOLIO



ZIPPER BRIEF BAG



**STEIN BROS.
MFG. CO., INC.** 231 S. GREEN
CHICAGO

SEND
FOR CATALOG



This Visual Presentation Sells 8 Out of 10 for Aero Mayflower

A complete step-by-step picture of the procedure this firm follows when it undertakes a long-distance moving job for a householder carries tremendous conviction—and gives the salesmen a tangible story to tell about an intangible product.

FOR two years salesmen of the Aero Mayflower Transit Co., Indianapolis, have been using, with success, a visual sales presentation and a kit of packing material samples designed to give the prospect a preview of the job of long distance moving before she has moved a stick of her furniture.

Mayflower salesmen are confronted with the job of selling an intangible service and a highly personal one to the prospect who is planning to move. It's not the same, any Mayflower salesman will tell you, as selling a neatly packaged product such as the consumer is accustomed to buying in the grocery store or the drug store. She can't actually see how her belongings are going to be wrapped, packed into a moving van, transported safely across the country and set up in her new home. But these things can be, and are, graphically portrayed to her by Mayflower salesmen through the presentation.

Two years ago Mayflower realized that an intangible such as a moving service needed tangible evidence before it could best be sold. Having standardized its service to the point of building its own vans and manufacturing its own furniture pads to company specifications, Mayflower had a story it could put in the tangible form of a sales presentation. The portfolio which resulted was this year judged the best sales presentation for consumer showing in the American Management Association's Spring competition. A better acknowledgment of its value to the Mayflower men who use it, however, is its record of achievement. Eighty per cent of all the prospects who



The American Management Association voted this portfolio the best sales presentation for selling to consumers entered in its Spring competition—and Mayflower salesmen vote it the most effective sales aid they have ever used. It tells its story simply and convincingly in double page broadsides illustrated with large bleed pictures and containing a minimum of text in readable type.

preview Mayflower long distance moving in the presentation use the service.

Mayflower, engaged only in interstate work, uses uniform methods of packing, handling, and placing furniture in the home on every move, varying the procedure naturally to fit the individual situation. Thus, though every move is different, the salesmen of Mayflower's 350 warehouse agents, which serve as sales representatives

throughout the country, can use the same presentation.

Sturdily built in the form of an easel back, spiral-bound, folder to stand erect on a table or a desk, the presentation is more convincing than impressive. The cover, protected by a heavy transparent plastic, paves the way for the sales story to follow, putting the prospect in the "moving mood" with a color photograph of one of the company's moving vans wending its way along a country road. Entitled, "Long Distance Moving Made Easy, the Mayflower Way," the book then takes the prospect step by step through the job of moving with large illustrations and a minimum of text in readable size.

A feature of the construction of the book, which was bound by Michigan Book Binding Co., Detroit, is the metal brace which slides up at the back of the easel to hold pages upright, creating a double-page broadside as each page is turned. The upper half of each broadside is a bleed illustration picturing various phases of the moving job; the lower half devoted to explanatory text and smaller illustrations when they are needed to complete the story.

The 20 pages of the presentation take the prospect into the plant where Mayflower builds the bodies of its own moving vans, into the maintenance shops where vans are serviced "for the surety of the shipper," into the Indianapolis school where men are trained in proper handling and packing of furnishings, into the factory to see how furniture pads and special covers are made. She is then shown actual samples of these packing materials from the packing kit.

Graphically the presentation explains to her how Mayflower insures her furnishings. She learns that more than 2,000 companies use the Mayflower service in moving their personnel from one part of the country to another. She is told of the safe driving recognition given Mayflower drivers by the National Safety Council.

As with any new sales tool, the problem at first was in getting the salesmen to use the presentation. Once they had tried it, however, they were convinced that the portfolio was more than a sales presentation. It was actually a preview of the job of long distance moving—the kind of preview a prospect wanted to see about the kind of service she wanted to buy. And the record of the presentation for the time it has been in use has convinced the company of the value of a visual presentation in putting across the sales story of an intangible service.



National Dairy Salesmen Talk to the Stockholders

The 70,000 stockholders of National Dairy Products Corp. (New York) received a unique enclosure with their October 1 dividend — first-person stories by milk, cheese and ice cream salesmen about their jobs, tribulations and triumphs.

President Thos. H. McInerney explains in a foreword to the pamphlet that "Sales are the life blood of any business. No matter how good our products, how extensive our research, how far-sighted our management, how effective our advertising—we still wouldn't be successful without the energy, initiative and enthusiasm of our salesmen, for it is men who sell goods.

"They are the link between our company and its customers and potential customers. To thousands of persons they *are* the company.

"So that you may have a better conception of what our salesmen do, typical salesmen of three National Dairy products . . . we are sending you the story of their work . . . We are proud of these men . . . just as we are of the some 36,000 other men and women on National Dairy's payroll . . ."

A Philadelphia milk salesman describes a few of the difficulties of his job ("it's not so hard getting out of the house by 2:30 six days a week except in bad Winter weather. Then it's tough"), and says "I don't believe people know how many little services the average milkman does. For example, around 6 A.M., I'll turn out the parking lights of any cars parked on my streets to save the batteries. I find a lot of open front doors. If I don't hear any suspicious noises inside the house, I close and lock the door. . . ."

A Utah cheese salesman relates how he frequently beats the mailman with news in isolated districts on his five-day, 750-mile route. He has been with subsidiary Kraft Cheese Co. since 1938.

A Cleveland ice cream salesman recounts how he persuaded a drug store owner to modernize his soda fountain layout, and increased his sales 200%. "While I like Jones personally and was glad to help him along, the thing that counts most is that extra 1,100 gallons of ice cream we're piling into his cabinets."

For several years National Dairy has sent short messages, with dividend checks, about dairy industry economics, problems, accomplishments. Its current effort to humanize the individual men composing its large organization is a striking example of astute "public relations."

"Follow the Leader"

Is the Safest Sales Promotion Game You Can Play

If you study a list of Dickie-Raymond clients, you will discover a most interesting and significant thing: Dickie-Raymond not only serves many of the leading fields of business—but *what is more important, we serve the outstanding, leading companies in each field.*

This isn't due to pressure salesmanship. It isn't coincidence, for things like that don't happen by accident. It isn't exaggeration, for these are regular retainer clients, 90% of whom renew year after year.

It is due to sound, practical thinking in problems of Sales Promotion, Merchandising and Direct Advertising—to methods of working that have brought outstanding results for our clients during the past 18 years. Due, as well, to the fact that services of the *same nature and calibre* as Dickie-Raymond's cannot be found elsewhere—as attested by the fact that more than 60% of our business comes from outside New England.

This latter point is perhaps the most important—but it is one which you cannot fully appreciate until you are familiar with *all* the types and phases of Dickie-Raymond service, until you understand how the specialized nature of this service makes it possible for us to offer profitable assistance to those already served by competent, general advertising agents. This information is given in explanatory literature which we will gladly send—if you will simply request it on your business letterhead.

A Partial "Who's Who" of Dickie-Raymond Clients

American Airlines, Inc., Chicago; Eastern Air Lines, Inc., New York; Hygrade Sylvania Corp., Salem, Mass.; The Kiplinger Washington Letters, Washington; Metropolitan Coal Co., Boston; The New Haven Railroad, New York; Poor's Publishing Co., New York; The Postage Meter Co., Stamford, Conn.; Railway Express Agency, Inc. (Air Express), New York; Stromberg Time Corp., New York; B. F. Sturtevant Co., Hyde Park, Mass.; United Auto-graphic Register Co., Chicago; United Business Service, Boston; United States Envelope Co., Springfield, Mass.



Dickie-Raymond, Inc.

MERCHANDISING & SALES PROMOTION COUNSEL, DIRECT ADVERTISING

80 Broad Street, Boston

521 Fifth Avenue, New York City

"We, the American people— more than 20,000,000 of us— read LIFE each week!"

YES, LIFE now has a regular weekly audience of more than 20,000,000 readers—the *largest number of people ever to read each issue of any magazine!*

This fact is revealed by Report No. 4*, the latest Report of LIFE's Continuing Study of Magazine Audiences.

It confirms scientifically the vast, continuing growth of a great publishing phenomenon. It establishes impressively LIFE's status as a necessity of modern living.

For LIFE, through its uniquely graphic use of pictures and words, vividly illu-

minates the swiftly developing facts of a fast-moving world . . . vigorously interprets an ever-changing world . . . presents truth and reality so that they not only inform but hearten . . . all in a way that America's millions *understand and like and want*.

The fact that people in great numbers are eager for this sort of enlightenment prompts them to pay out more money for LIFE than is paid for any other magazine. Prompts these people, too, to pass LIFE on to millions more to see, read, and absorb.

Report No. 4 of the Study now goes

deeper into the make-up and value of LIFE's millions of readers than has any previous Report. Ask for your copy. It will show you why LIFE unquestionably stands today the *most potent advertising force in America*.

• • •

***What This New Report Tells About the American Customer..**

By surveying a scientific cross section of the American public, the Report reveals the number of people who read one or more of each issue of the four large weekly magazines.

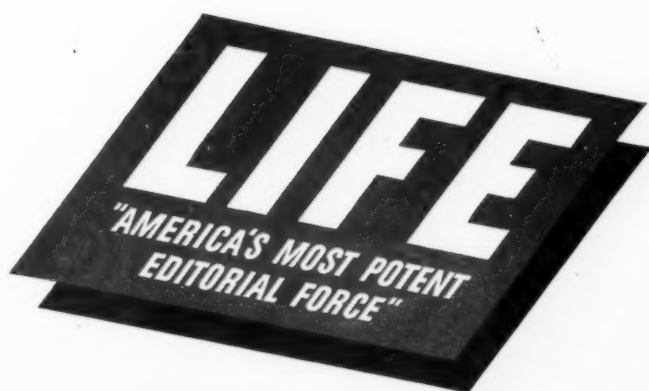




It provides both the advertiser and his dealers with many valuable new facts about these people . . . shows why they are America's best customers . . . where and how they live . . . just how many of them are men . . . how many are women . . . etc.

Latest total readers of each magazine, for instance:

COLLIER'S	14,750,000
LIBERTY	12,900,000
LIFE	20,450,000
SATEVEPOST	13,050,000





Two versions of the American Steel & Wire film, "And Go to Sleep," were produced: One for the sponsor to present to manufacturers using Premium spring wire and the other for these manufacturers to show their customers. (See slide film reviews on the following pages.)

1940 Films Prove Potent Sales Builders for Many Industries

THE commercial film—slide film or movie—has become one of the most versatile tools of the sales department. Since Dewar's Scotch whisky produced what generally is credited to be the first "advertising movie" nearly 50 years ago, the application of commercial films has so broadened that most film producers today are ready to say: "No matter what your product or your sales problem, we can produce a film to solve that problem."

In the reviews of the year's leading sales films on the following pages, which SALES MANAGEMENT presents for the sixth consecutive year, appears evidence of the many uses to which commercial films are being put; and reports from sponsors in a wide variety of industries indicate that they consider films a valuable medium for training wholesale and retail salesmen, dealers, jobbers and service men; for introducing new advertising and merchandising activities to the sales force; for building good will for the sponsor among the members of his own organization and the public; for direct advertising to the public; and for many another related purpose.

The consumer movement, by increasing the demand of consumers for more factual information about business and products, has led more and more advertisers to slide films and movies as a medium through which to present these facts most effectively. That, in turn, has speeded up distribution through the "club circuit" for films which are applicable for showing to schools, civic clubs, women's organizations and other types of consumer groups.

Some sponsors are editing films produced for their own sales organizations so that they will also be suitable for showing to consumer audiences. American Stove Co. had such distribution in mind when it produced its sound slide film, "The Magic Flame and Model T. Cooking." First this

film is shown by company representatives to Magic Chef retailers and their salesmen to train them to present a better range selling story. Then, being edited "from the consumer point of view," the film is made available to retailers to use in their own local sales promotion work, and they book showings to women's clubs, parent-teacher organizations and other consumer groups interested in seeing it. Many of the so-called "product films" sponsored by automobile manufacturers to introduce new models to dealers are also used by the dealers to demonstrate the new models to prospects.

One of the most significant developments in commercial films in the past year has been that of three-dimensional movies and slide films. Following Chrysler's successful experiment in "depth" movies at the New York World's Fair last year, Loucks & Norling Studios—which produced the Chrysler film and revised it for the 1940 Fair—produced a second three-dimensional movie for the Pennsylvania Railroad Exhibit at the San Francisco Exposition.

This type of film brings to mind the old stereoscopic effect of "Niagara in Winter." In order to obtain the "depth" or "solid" effect, the spectator looks through a Polaroid viewer held to the eyes like a pair of glasses. Without its use the picture appears much like an ordinary movie, except less sharp. This is owing to the fact that there are thrown on the screen two slightly different images, taken from points a few inches apart with a stereoscopic camera having a double set of lenses and exposing two films simultaneously. In projecting the double images Polarized light is used, so that when the spectator uses the Polaroid viewer the two overlapping images combine into one and the flat picture comes into sharp and clear-cut three-dimensional relief on the screen. Both Chrysler and the

Pennsylvania Railroad report that audiences marveled day after day at the "magic" effect of these productions, and both companies consider their three-dimensional movies excellent promotion.

Three-Dimensional Corp., New Holstein, Wis., early in the Summer conducted a showing of stereoscopic slide films in Chicago to announce its automatic three-dimensional slide film projector. The machine, now in manufacture, can be set up to show any series of pictures, from five to 35, automatically and then repeat. Or, by adding a new tray of pictures the process can go on without limit. This company not only manufactures the projectors, but its service to the three-dimensional slide film sponsor includes taking the pictures and their preparation for the slides. (See SM, June 1, 1940.)

United Motion Picture Corp., Cleveland, also produces three-dimensional slide films. General Electric used a United stereoscopic slide film to introduce to jobbers and their salesmen its current campaign for Glaseal automobile lighting. One of the problems in three-dimensional film production, of course, is to determine through experience the types of subjects which should be presented in flat planes as against those which can be "glorified" by the addition of depth, but it was obvious from the G-E film that the possibilities of three-dimensional photography make this medium valuable for showing machinery, equipment, products, or anything which naturally falls into dimensions of length, breadth and thickness.

Color on Slides

Another development has been that of color on sound slide films. Last month AudiVision, Inc., announced a new method of taking "natural" color slide films comparable in cost to the production of black and white slides (see SM, September 1, 1940), and more recently Pathoscope Co. of America has brought out its own process for producing colored slides.

Pathoscope's method is that of taking the picture on 35 mm. Kodachrome film, which is highly sensitive to color gradations and produces a full range of colors. This method, the company points out, has several advantages: The film can be shown on any standard 35 mm. slide film projector; it is not necessary to use special lens or other special projection equipment; there are no splices to the film; as many prints may be had as desired, and they can be obtained on the day the film is completed or any time thereafter; and production cost with this method is no greater than the production cost of black and white slide films.

The company has produced several color slides by this method with excellent results. One of these, a sound slide film produced for B. Altman & Co., New York department store, for training store personnel, was "shot" with the colorful setting of department store merchandise as the background.

A new product on the market should be welcome news to salesmen used to lugging around heavy motion picture projectors. It's the Movie-Mite, a 16 mm. movie projector weighing only 24 pounds. This compact unit gives a clear reproduction of both sound track and film; carries its own screen as part of the equipment and packs into a small carrying case. The use of plastics is responsible, in part, for the reduced weight of the unit. Modern Plastics recognized this when it awarded the Movie-Mite top honors in the scientific group in its annual Modern Plastics Competition this Fall.



You Wouldn't Wrap Your Product in an Old Newspaper . . .

YOU wouldn't think of sending your product to market in an old newspaper. A quality product deserves a *quality package!* That's why your sales story on motion picture film deserves *Filmosound* presentation. Good telling is a *must* of good selling. You may have the best line of products in their field. You may have the best organized sales story. You may have spent hundreds of days and dollars in developing your business film. It may surround your product with enough drama to sell snowballs to the Eskimos. But unless you tell

your story with a projector that can do it justice—much of its effectiveness is lost! That's why your sales story deserves *Filmosound* presentation.

Precision-built by the makers of Hollywood's professional motion picture equipment, *Filmosound* Projectors provide theater-quality sound and picture. *Filmosound* Projectors are famous—not for one or two outstanding features—but for the outstanding manner in which *many* fine and *exclusive* features

are *combined* to give you the ultimate results. That is what counts. That's what makes *Filmosounds* first choice among the most successful business film users. Bell & Howell Company, Chicago; New York; Hollywood; London. *Est. 1907.*

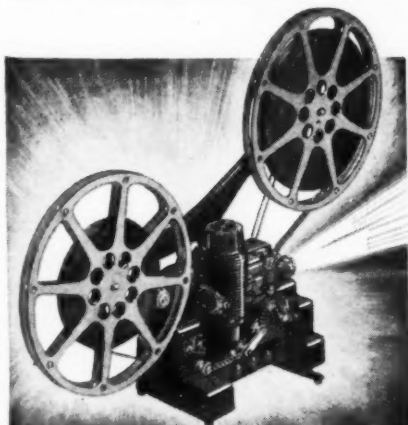
**YOUR SALES STORY
DESERVES
FILMOSOUND PRESENTATION**

Only FILMOSOUND Projectors Give You These New, Improved Features:

- 1. SAFE-LOCK SPROCKETS.** Make film threading easier, positively prevent incorrect threading, and thus eliminate the last possibility of damaging film.
- 2. CONSTANT-TENSION TAKE-UP.** Eliminates take-up troubles at their source. A simple device that always automatically

maintains the correct tension regardless of the size of the reel and the amount of film on it.

- 3. OSCILLATORY STABILIZER.** Prevents those "sour" notes and distracting changes in pitch that can readily ruin a good sales presentation.



FILMOSOUND "COMMERCIAL"—Choice of most business film users. Can be put into operation in three minutes . . . is easily carried . . . and most important of all, provides theater-quality sound and picture that you *must* have to do justice to your story.

The *Filmosound* line of projectors includes a size and type for every need. Tell us your needs. We make the equipment to meet them.

MAY WE SEND YOU THIS BOOK WITH OUR COMPLIMENTS? *Mail Coupon for "Showmanship"*

BELL & HOWELL COMPANY
1835 Larchmont Avenue, Chicago, Ill.
() Send 36-page, illustrated booklet: *Showmanship, Today's Formula for Selling.*
() Send details on *Filmosound "Commercial."*
Name _____ Title _____
Company _____
Address _____
City _____ State _____ SM 10-40

PRECISION-MADE BY

BELL & HOWELL

Leading Sales Films of 1939-40 and the Results Attained

[EDITOR'S NOTE: The classifications under which both slide films and movies are grouped is relatively loose, in that many of the films here-with were designed for more than one purpose.]

Motion Pictures

Industrial Films Dealing with Retailer and Jobber Relations

"Screwdrivers of 1940"—Shell Oil Co., Inc. (Roland Reed Productions, in collaboration with J. Walter Thompson Co.) 16 mm. and 35 mm. b. & w. sound movie.

SALES PROBLEM: To impress both the public and Shell dealers with the Shell crusade against "screwdriving." Shell produced in this picture a comedy which could be used purely as an entertainment movie, the two central characters being a "screw-driver"—Don Wilson, of radio fame—and his stepbrother, the screwjockey—Lew Lehr. This droll pair frolic through several thousand feet of celluloid and in the course of so doing reveal that 35% of today's stop and go driving can be laid directly to these "heedless motorists and headless pedestrians."

DISTRIBUTION: Modern Talking Picture Service and G. R. Taylor & Co. booked early showings of the film in the midwest on a test basis. It is now being shown by Shell field men to dealers and at luncheon clubs and consumer organizations interested in the movie. When shown at meetings of dealers the film was preceded by a one-reel trailer, "Passports to Profits," photographed in Technicolor and outlining the Shell 1940 advertising campaign.

RESULTS: "Very well received by both dealers and the public."

"Turnover"—General Mills, Inc. (Wilding Picture Productions, Inc.) b. & w. sound movie, Bell & Howell equipment.

SALES PROBLEM: To dramatically portray to the company's sales organization and the grocery trade the scope of the media used by General Mills in its advertising for Gold Medal Kitchen Tested flour, Wheaties, Kix, Bisquick and Softasilk flour. Particular emphasis is placed on the company's daytime radio serials, the film emphasizing how "radio advertising brings Mrs. Consumer to the store, arouses her to try new delicacies and sells more goods for Mr. Grocer."

DISTRIBUTION: Company salesmen handle showings of the film to jobbers, chains and independent retail grocers.

RESULTS: "Although so far the film has been used only during Summer months when meetings are difficult to arrange, the reception of all who have viewed it has been 100% enthusiastic," C. H. Bell, manager of the General Mills promotional department, told SM.

"Business Development," "More Business Through Associate Dealers" and "Selling Up"—U. S. Tire Dealers Corp. (Audio-Vision, Inc.) b. & w. sound movies, Bell & Howell equipment.

SALES PROBLEM: This series of movies was produced as a part of the company's "business development" sales program for tire dealers. "Business Development" visualizes how a distributor's territory is broken down and the business potential calculated,

* Available for use by outside groups such as sales clubs and consumer organizations.

and gives a step by step program for securing that business. Not only is this project explained in the film, but the movie—the first of the series—was designed to "sell" the dealers and salesmen alike on the project so they would make the effort necessary to carry it out. The second film of the series outlines the importance of associate dealers, explains how to determine when and where associate dealers should be obtained and how to get and build associate dealer business. "Selling Up" was produced to show dealers how to overcome the effect of price advertising in the industry and swing prospects to better and more profitable lines.

DISTRIBUTION: Each of the company's branches is supplied with a projector and copies of the films. First the films are shown in scheduled dealer meetings throughout the district, then kept at the branch for individual or group showings to new dealers, prospects or dealers' salesmen.

RESULTS: Reports C. J. Durban, advertising and sales promotion manager: "Executives of the company feel that the films have accomplished their purpose, subject to the one shortcoming of all commercial motion pictures—the impressions gradually fade out and such films are good for only one or two showings to the same people."

"Auto-Lite on Parade" and "Ignition Engineered"—Electric Auto-Lite Co. (Jam Handy Picture Service, Inc.) 16 mm. and 35 mm. b. & w. sound movies, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: "Auto-Lite on Parade" was produced to show dealers and jobbers the size of the Auto-Lite institution and the products manufactured by the company, while "Ignition Engineered" is a product film designed to present to them the manufacturing processes and quality production required for spark plugs. In the latter picture, 240 feet of silent Kodachrome film are used to present the various advertising pieces available to the dealer. "This film," the company explains, "was made without sound purposely to enable our representative to explain through a microphone the advantages of our ten-point advertising program."

DISTRIBUTION: Through Electric Auto-Lite's division offices located in seven territories throughout the United States.

RESULTS: "Comments to date have been favorable although showings have been limited because the film was not completed until the early part of the Summer and it is difficult to hold meetings with large numbers of dealers and service men during the Summer."

1. "Prestone Anti-Freeze News," 2. "Trek Announcement," 3. "This Age of Experts" and 4. "Meet the Wilkins Family"—National Carbon Co. (1. and 2., Audio Productions, Inc.; 3. Paramount Pictures, Inc.; and 4. Roland Reed Productions, in collaboration with J. M. Mathes, Inc.) 16 mm. b. & w. sound movies, Bell & Howell equipment.

SALES PROBLEM: To introduce to dealers the company's advertising and merchandising program for the coming year to remind them of the care and research that goes into the manufacture of "Prestone" and "Trek" anti-freeze products.

The four films in this series constitute a film program patterned after a regular theatre showing, each picture having its own theme. Thus, "Prestone Anti-Freeze News" is presented in newsreel fashion; "This Age of Experts" is a science short; "Trek Announcement," the "coming attractions" trailer; and "Meet the Wilkins Family," the 40-minute feature.

DISTRIBUTION: Company salesmen arrange for and set up showings of the film program at regular dealer meetings.



To introduce to dealers Eveready "Prestone's" current merchandising program . . . From "Meet the Wilkins Family."

SHAKESPEARE said, "The Play's the Thing." Phrase it any way you want—the fact remains that no slidefilm, motion slidefilm, or motion picture can be any better than its script.

Now the question is, "Who writes your scripts?"

Does your producer actually write them? Or do you?

Every industrial film sponsor knows what that means. And every industrial film sponsor knows, too, what "script trouble" means.

Brobuck set out to overcome "script trouble" by building the strongest creative and writing staff in the industrial picture business. We say that proudly, and we say it as a challenge to you to make us prove it.

*"..no show
can be any better
than the script"*

No matter what type of films you use, there is a Brobuck writer with a record of achievement in that type of film—

SALES TRAINING?

There's no more experienced staff of sales training writers in the entire industrial picture field than Brobuck's. More than 400 sales training pictures testify to their record in this type of production.

CONSUMER?

Just finished a program of six films for Delco Appliance Division, General Motors Sales Corporation.

PRODUCT?

Two of Brobuck's writers are recognized as leading the field in this type of script.

ONE or more Brobuck writers, trained and experienced in the *exact types of films you sponsor*, are at your service.

You'll find your Brobuck writer able to grasp your ideas quickly—he'll put them down on paper the way you want them—he'll contribute original ideas of his own out of his wide experience—he'll supply sparkling and clever suggestions for dramatic types of treatment—he'll tell your story the way you want it told—he'll write your story in language every-

SALES MANAGEMENT?

Now working on a program of 16 films for Oldsmobile, demonstrating to sales managers the fundamentals of directing and managing a sales force.

SERVICE TRAINING?

Ask the Service Division Chrysler Corporation—or Service Department Packard Motor Car Company—why they continue to prefer Brobuck scripts.

DEALER PROMOTION?

Now producing the complete program of motion pictures and slidefilms for The Firestone Tire and Rubber Company's Fall Dealer Meetings.

body can understand—he'll put into your scripts the simple, human touches that make for tremendous audience appeal.

And what's more important to you—you'll find your scripts going through faster, easier, and with fewer headaches.

But please don't take *our* word for it. Although we haven't asked their permission, we think any of Brobuck's clients will be glad to tell you frankly and honestly about their experience with Brobuck.

Write for the Brobuck "Check Sheet" covering 32 Vital Points that should be considered in a business film program—a helpful analysis form.

BROBUCK
INCORPORATED
Picturized Presentations
15 EAST BETHUNE AVENUE • DETROIT • MICHIGAN

RESULTS: "This program, as it has been carried on for the past few years, has been enthusiastically received by all of the 'Prestone' dealers," Wilfred S. King of the agency reported. "It has been a most successful medium for the introduction to the dealers of the company's merchandising and advertising program for the coming year."



To point out to master plumbers the manufacturing processes of Church seats . . . From "The Best Seat in the House."

"The Best Seat in the House"—C. F. Church Manufacturing Co. (AudiVision, Inc.) 16 mm. b. & w. sound movie, Ampro equipment, Da-Lite screen.

SALES PROBLEM: To present to distributors, master plumbers, architects and builders the story of the manufacture of Church toilet seats and to point out to them the advantages of Church seats over cheaper competitive products. "We found that plumbers, architects and builders who visited our plants always left 'sold' because they gained an intimate knowledge of the materials and craftsmanship in the manufacture of Church seats," Dudley Warth, vice-president of the company, told SM. "As everyone in our industry could not find time or the opportunity to visit our plants, we decided to bring the plants to them through the medium of a talking motion picture which would be as interesting and informative as an actual trip through the factories."

DISTRIBUTION: Church salesmen obtain lists of retailers (plumbers) from distributors and arrange for showings of the film. The company then mails to plumbers invitations with return postal cards attached, and on the day of the showing company salesmen telephone each plumber to remind him of the meeting. Audiences are limited to 40 or 50 people whenever possible, shows being put on in hotels, club rooms or wholesalers' establishments.

Along with the projection equipment which the company furnishes to salesmen, the men carry samples of the product which they arrange on tables for display. These displays, which present the product and the materials from which it is made, Mr. Warth feels to be "the crowning point of our meetings. . . . Very often our salesmen are kept for two hours or more around these sample display tables answering inquiries and explaining one point or another."

RESULTS: "We are certain that the good will created is worth the expense involved," Mr. Warth concluded. "We know of many instances where orders destined for cheaper competitive products have been directed for Church seats as a result of the meetings." Showings of the film were discontinued during the Summer, but in the period December 12, 1939, to May 31, 1940, salesmen of the company held 198 meetings, showing the film to approximately 10,000 plumber-retailers, wholesalers and their staffs, builders, architects, etc.

"Cognac—Land of the Stars"—Schieffelin & Co. (Remade by AudiVision, Inc. from earlier production) 16 mm. color movie, Ampro equipment, Da-lite screen.

SALES PROBLEM: To educate dealers and the public alike on Cognac brandy, showing the background of the Cognac countryside and how Cognac is distilled from grapes.

DISTRIBUTION: Private showings are arranged by company representatives and distributors. After each showing the representative conducts a Cognac sampling where various types and brands of Cognac—including Hennessy, for which Schieffelin is the U. S. distributor—are sampled by the audience.

* Available for use by outside groups such as sales clubs and consumer organizations.

RESULTS: "Records of audience reaction leads us to believe that the film was well liked and that it accomplished the purpose for which it was designed: To bring home the name of Hennessy Cognac without really 'plugging' it," Donald C. Berry, assistant advertising manager of Schieffelin & Co. reported. "As for the commercial job the film has done, it is somewhat hard for us to give a true picture since the war abroad has altered our plans entirely with regard to showing it throughout the country."

"Portrait in Oil"—Union Oil Co. (Rodney Gilliam Co.) 16 mm. Kodachrome sound movie, Eastman equipment.

SALES PROBLEM: To present to dealers the company's 1940 sales and advertising program.

DISTRIBUTION: Shown at sales and advertising meetings of dealers.

RESULTS: "'Best commercial oil movie ever seen' was the opinion of dealers who saw the picture," reports T. L. Stromberger, director of public relations and advertising.

"The Hard Way"—L. J. Mueller Furnace Co. (Wilding Picture Productions, Inc.) 16 mm. b. & w. sound movie, Da-Lite screen.

SALES PROBLEM: To bring the background, history and facilities of the company to the attention of dealers, jobbers and utilities all over the country.

DISTRIBUTION: Distribution is arranged through the company's district sales managers and salesmen who schedule meetings for showing the film to jobbers, dealers and utility companies. The film is also shown to local service clubs, parent-teachers organizations and other consumer groups.

RESULTS: "General reaction has been very good, and it most certainly has been doing a fine job in solving our problem of trying to make the dealer Mueller conscious," reported R. W. Des Jardins, of the company's advertising department. "It tells them a much better story than we could attempt to do verbally, and more impressively."

"Pontiac for Pride and Performance"—Pontiac Division General Motors Corp. (Jam Handy Picture Service, Inc.) 16 mm. b. & w. sound movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: To introduce new model Pontiacs to dealers. The film is so edited that it can also be shown to prospects.

DISTRIBUTION: Sold to dealers on a subscription basis.

RESULTS: Pontiac has used both motion pictures and sound slide films for many years, and that dealers find them helpful is evidenced by the fact that they subscribe to the service year after year.

"The Doctor Prescribes"—B. F. Goodrich Co. (Caravel Films, Inc.) 16 mm. b. & w. sound movie, DeVry equipment, MPE "Compact" screen.

SALES PROBLEM: To present to dealers the fundamentals of the company's merchandising program and to show them how to make more money and better their standards of living by selling Goodrich products.

DISTRIBUTION: Shown at meetings of Goodrich field organizations, then followed by showings to 20,000 dealers at local meetings conducted by Goodrich representatives.

RESULTS: "'The Doctor Prescribes' has been a very effective medium for interesting dealers in doing a balanced selling job," reports R. F. Snyder. "The film has been highly praised by oil companies, petroleum jobbers and individual dealers because of the down-to-earth presentation of merchandising fundamentals. As a sequel to 'You're the Doctor,' produced in 1939, this film renewed dealer interest and assisted in further development of dealer activity."

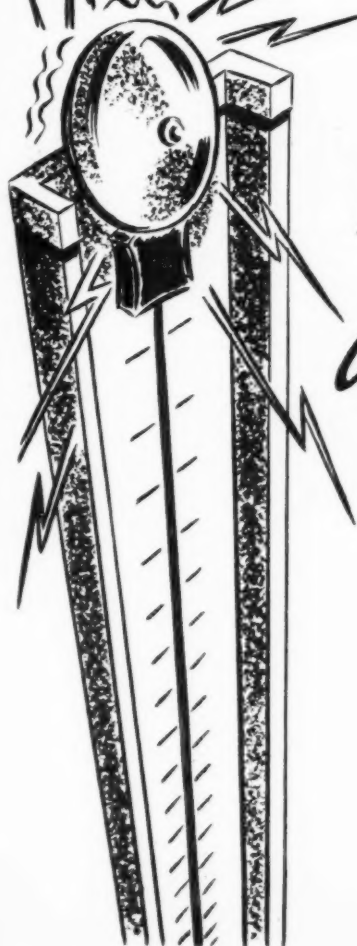
Motion Pictures for Training Salesmen and Retail Dealers

"Nearly Right Won't Do"—Alexander Smith & Sons Carpet Co. (Audio Productions, Inc.) 16 mm. and 35 mm. b. & w. and color sound movie.

SALES PROBLEM: Primarily directed at Smith salesmen and the salesmen of retailers, the purpose of this film is to give these men a thorough grounding in rug salesmanship. The film explains what is back of the Alexander Smith "Quality Control System," the Good Housekeeping guarantee, the True-Tone dying process and the Clara Dudley decorating service, and shows the men how to use, and how not to use, these points in selling.

DISTRIBUTION: Alexander Smith and its jobbers hold parties

SALES MANAGEMENT



Among the

Bellringers of 1940

by

LOUCKS & NORLING STUDIOS

For 16 Years Producers of Quality Films

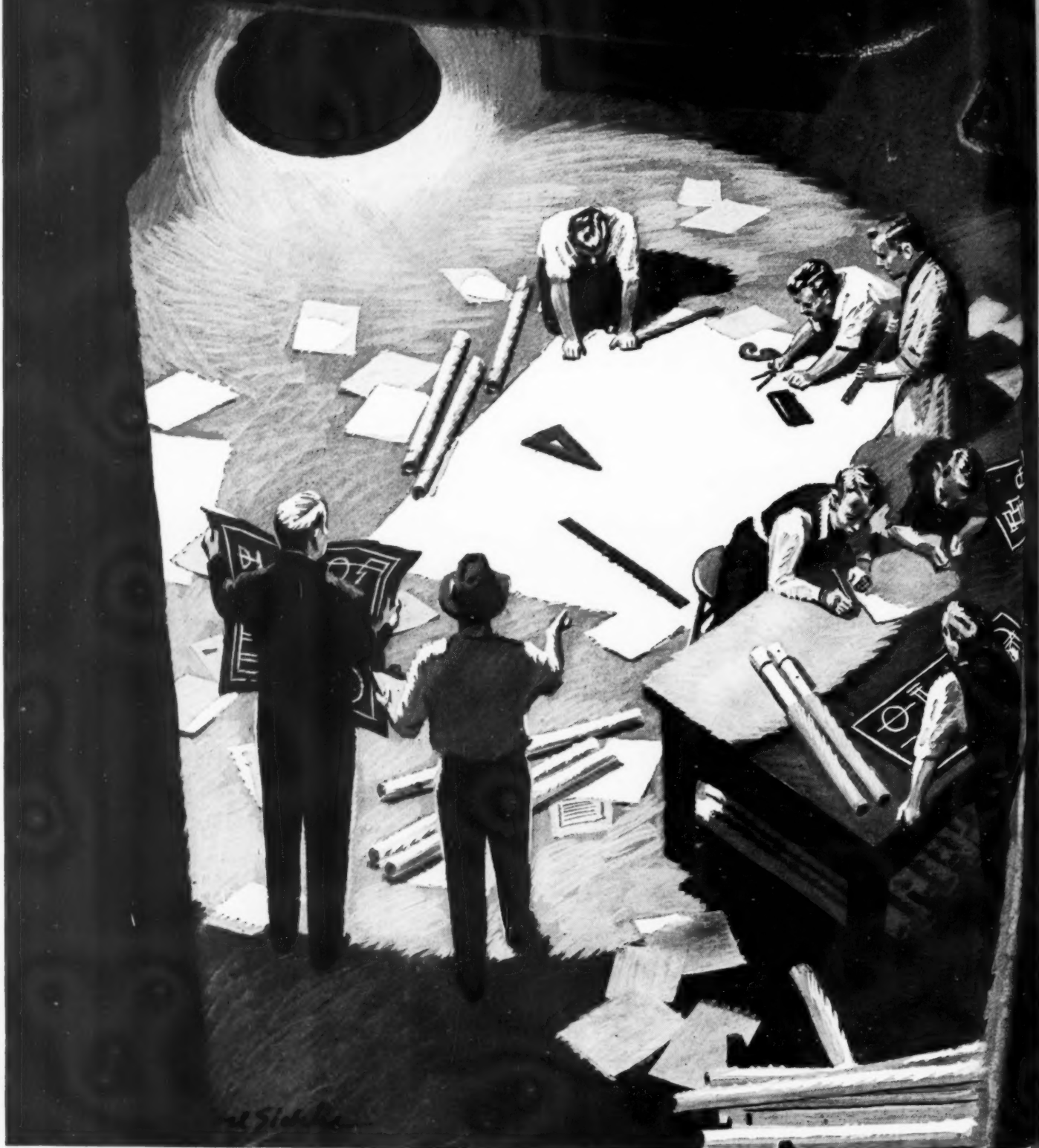
245 WEST 55th STREET

NEW YORK

OCTOBER 10, 1940

[61]

This is *our* secret weapon:



MANAGEMENT IN *Action*

WHEN you're adding up this country's military assets, don't leave its greatest weapon out.

Don't overlook that almighty American ability to organize, manage, produce, and *deliver!*

It starts at the top and spreads down through the greatest array of men and machines the world has ever seen. It's been the secret of America's success for all this nation's lifetime. It will be our source of power for just as long as we are strong.

The men up top who manage the whole thing have to keep their fingers on a maze of business wires. They are the decision-makers...their job demands last-minute knowledge of their *own* business, and the latest useful news of many others. It demands a source of business news that's quick...complete. It demands a kind of news that has *authority*.

That demand is amply satisfied. *By one magazine!*

In the pages of Business Week management

men find news that centers on one subject only: **BUSINESS**. In these pages they find quick answer to their biggest single question: What's *new* in business? With weekly regularity, this magazine serves them as no other possibly can.

Here, in fact, are *two* weekly services that management uses in its daily job. One, editorial...Two, *advertising*.

Yes, the advertising pages of Business Week serve management men well. For, here they find a greater number of business goods and services for sale than in any other magazine they read.

And here...in the pages of Business Week...they regularly shop for two things at the same time: Business ideas *and* business goods!

BUSINESS WEEK

Active Management's Magazine



UP... Looking at leadership: Business Week's 1940 gain in advertising pages more than doubles that of any other general business magazine. Its July-August topped the same two months of 1939 by twenty-eight percent!



To give retail salesmen a thorough grounding in rug salesmanship . . . From "Nearly Right Won't Do."

for retail salesmen in towns throughout the country, and the films are shown following cocktails or dinner. With the completion of the retail training program, the film will be made available to retailers to show to their customers, for it was edited to be suitable for either trade or consumer audiences.

RESULTS: By the end of the year it is expected that virtually every retail rug salesman and rug buyer will have seen the picture.

"For the Nation's Homes"—C. H. Masland & Sons. (Audio Productions, Inc.) 16 mm. and 35 mm. b. & w. sound movie.

SALES PROBLEM: "To impress upon the minds of retail salesmen the fact that the Masland process of rug weaving is the textile industry's equivalent of the streamlined mass production methods generally associated with the motor car industry."

DISTRIBUTION: The film is shown at parties staged by Masland jobbers for retail salesmen. Later, it will be released to Masland dealers too for showing to consumers.

RESULTS: "By the end of the year most of the country's rug buyers and retail salesmen will have seen the picture."

"Fashion's Favorite"—Rayon Division, E. I. du Pont de Nemours & Co., Inc. (Caravel Films, Inc.) b. & w. sound movie.

SALES PROBLEM: "An educational film designed to end confusion on the subject of rayon," reports Gilbert M. Miller of the company's advertising and sales promotion department.

DISTRIBUTION: Secured through direct mail and other advertising. The film was planned especially to be shown to department store training classes, women's clubs, and school and college home economics classes, as part of an extensive educational campaign which includes wall charts, display cabinets, descriptive booklets for teachers and training manuals for retail sales people.

RESULTS: "A summary of detailed reports of the showings to date prove that the film is successful in making clear a basic understanding of rayon and its chief characteristics," Mr. Miller reported.

"Two Cents Worth of Difference"—Eberhard Faber Pencil Co. (Caravel Films, Inc.) b. & w. sound movie, Victor Animatograph equipment.

SALES PROBLEM: To show dealers' sales personnel that there is a difference between a "nondescript" yellow pencil and the Eberhard Faber Mongol 482; to train them on how to demonstrate this difference and to drive home the idea that by selling quality merchandise the salesman will gain the confidence of his buyer and thereby be invited to bid on other and more expensive merchandise such as office furniture, etc.

DISTRIBUTION: Through the company's sales force which conduct showings of the film before dealers and their salesmen. The movie is also being shown to schools, colleges, sales clubs, etc.

RESULTS: "Very successful."

"Design for Service"—Southern California Gas Co. (Rodney Gilliam Co.) 16 mm. sound movie, Victor, Bell & Howell and Ampro equipment.

SALES PROBLEM: To educate employees on the services the company offers to customers. "This was an experiment which has proved successful by reason of the fact that in a large organization,

* Available for use by outside groups such as sales clubs and consumer organizations.

servicing some 204 cities and communities, employees are often unfamiliar with what happens before their job comes into operation and what happens to a particular piece of work after it leaves them," J. S. Spaulding, advertising manager of the company, reports. "The film dramatizes every type of customer service we have, such as turn on and turn off requests, service to new homes, kitchen planning, bill complaints, merchandising sales and contracts, and appliance adjustments."

DISTRIBUTION: Shown to group meetings of employees.

RESULTS: Successful in showing employees where their jobs fit in with the whole pattern of customer service.

"The Lady Walks"—Lockwedge Shoe Corp. of America, Inc. (Chicago Film Laboratory, Inc.) 16 mm. b. & w. and color sound movie.

SALES PROBLEM: To inform retail shoe clerks and women customers of the results of scientific tests recently conducted by the company and to show the effects of various types of shoes and heel heights on gait, stance and posture.

DISTRIBUTION: The film is shown for a week in shoe departments of leading stores throughout the country selling Dr. Locke shoes for women. The company is also planning to make the film available for distribution to parent-teacher organizations, women's clubs, church and other consumer audiences.

Still from the film are used to illustrate the company's advertising in national magazines, which tells in briefer form the same story of the laboratory tests. Dealers are furnished with window display material picturing the film and the tests, printed circulars to mail to their customers, and newspaper mats to publicize the film while it is being shown in their stores.

RESULTS: The film was completed late in the Spring of 1940 and is just beginning to be shown in various cities.



"Zerex" trains jobber salesmen on the advantages of a new product in meetings such as this.

"Absolutely Correct"—Zerone Division, E. I. du Pont de Nemours & Co., Inc. (Audio Productions, Inc.) 16 mm. sound movie.

SALES PROBLEM: To train jobbers' salesmen. The film was produced to introduce to jobbers and their salesmen Du Pont's new anti-freeze, "Zerex," and to give them valuable sales pointers which would help put the product across. Built around questions and answers by "Professor Quiz" of radio fame, the film is being used at meetings of jobbers and jobbers' salesmen. Showings of the movie are followed by questions from the conductor of the meetings and answers from the audience.

DISTRIBUTION: Meetings of jobbers and salesmen are arranged by Zerone representatives.

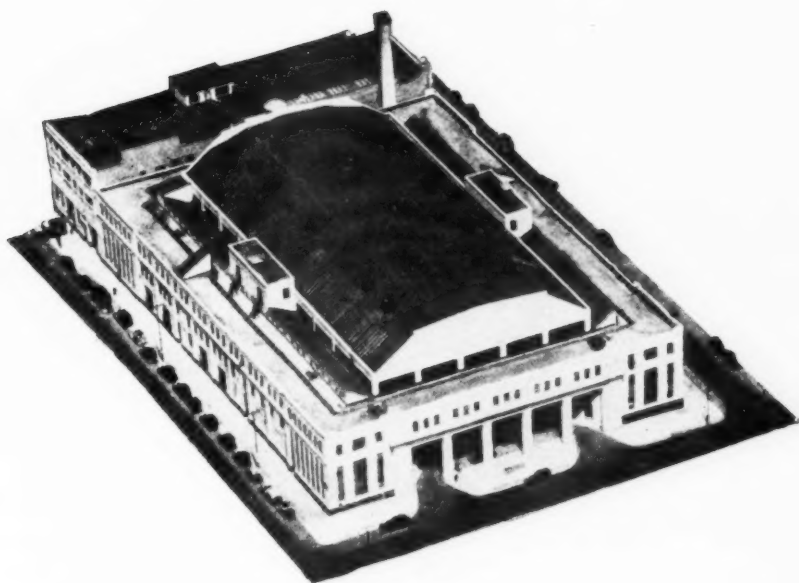
RESULTS: This technique of jobbers' meetings builds up a new high in interest and holds it to the end, reports E. F. Schumacher, director of sales for the Zerone Division of Du Pont.

Advertising, Institutional and Consumer Selling Pictures

"Blame It On Love"—Edison General Electric Appliance Co., Inc. (Wilding Picture Productions, Inc.) 16 mm. and 35 mm. b. & w. sound movie, Bell & Howell equipment.

SALES PROBLEM: "To sell electric cookery to the public and to sell Hotpoint electric cookery as outstanding in dependability, service, quality and convenience." A feature length movie, "Blame It On Love" mentions Hotpoint in a single scene (and then only five times) and, as its title suggests, is built around a love problem: That of the son of a wealthy manufacturer who falls in love with a night club song-bird. They elope, after difficulties,

SALES MANAGEMENT

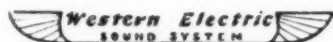


SIZE IS ONLY ONE MEASURE OF ABILITY

Audio's studio facilities, equipment and permanent personnel are second to none in the film industry, but it is not physical size which accounts for the ability to interpret the problems of business in the language of the screen. Years of specialization in motion pictures with a purpose, and a knowledge of their aims and potential audience, are the simple ingredients which Audio offers to assure your film's success.

COMPLETE FACILITIES FOR
TECHNICOLOR PRODUCTIONS

and



PRODUCERS OF
SOUND MOTION
PICTURES

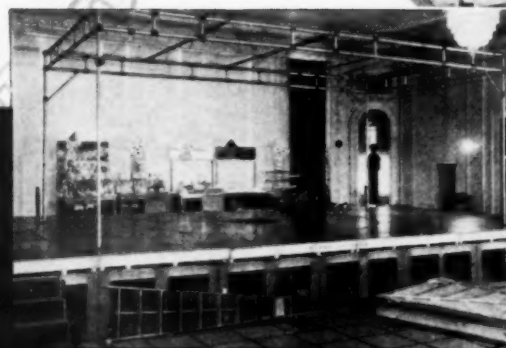
A U D I O P R O D U C T I O N S , I N C .

35-11 THIRTY FIFTH AVENUE • LONG ISLAND CITY, N. Y.

Demonstrating the



"Show your product" has been ruled number one of salesmanship since the first traveling salesman sold Eve the apple . . .



The Jam Handy portable stagette—quickly assembled—gives professional setting to any sales meeting.



The Jam Handy men with all the best of ballrooms and more most economy

★ New York

8 West 44th Street
Mandachill 6-5790

★ Hollywood

7046 Hollywood Boulevard
Hollywood 5809

★ Chicago

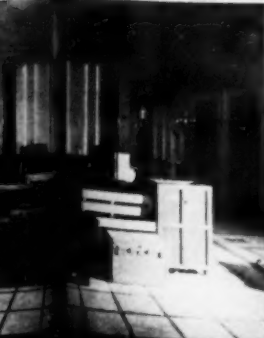
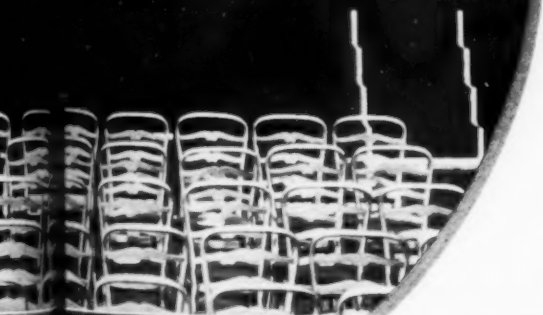
230 N Michigan Boulevard
ST 8-10 6750

The JAM HAN

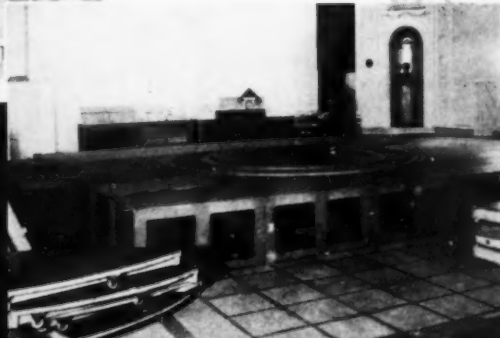
the Demonstration

rule Many national selling organizations
since find it pays to dramatize their selling
Even processes for the benefit of their dealers
and salesmen.

IS MEN



Handy men are familiar
the best of, theatres and
s and move with the ut-
nomy and spatch.



The Jam Handy revolving stage—
portable—quickly assembled and dis-
assembled—permits quick changes
and impressive display.

HANDY Organization



★ Detroit

★ Dayton

★ Wilmington

2900 East Grand Boulevard

702 Mutual Home Building

922 Shipley Street

and she flops miserably as a cook. After a quarrel and split-up, she gets a job on a Hotpoint radio program, "Modern Home of the Air," becomes interested in the cooking school which is a part of the program, and installs Hotpoint equipment in her home. She then induces her husband and his family to visit her, serves them the perfect meal, gains the parental blessing—and all works out well because of Hotpoint.

DISTRIBUTION: The film was first shown to dealers at regional and local sales meetings in the 16 mm. version. Now Hotpoint distributors and retailers are sponsoring local showings, mostly in theatres during "dark" hours, using the 35 mm. film, for consumer audiences. Plans are being made to furnish the film free of charge for showings to women's groups.

Hotpoint supplies its dealers with such merchandising tie-ups to the film as guide books to help retailers in planning the showings, gift tickets, mailing cards, announcement flyers, admission tickets, souvenir programs, window cards, posters, newspaper publicity and advertising mats, lobby displays and cooking demonstrations. Product trailers, one for each Hotpoint product, usually precede a showing of the feature.

RESULTS: "Hotpoint distributors and retailers all state that 'Blame It On Love' is the best advertising program we have ever made available to them," the company reported.



To sell electric cookery, particularly Hotpoint equipment, to the public . . . From "Blame It On Love."

"From Grove to Market"—Florida Citrus Commission. (Loucks & Norling Studios) 16 mm. b. & w. sound movie, Bell & Howell equipment.

SALES PROBLEM: To illustrate the growing, packing and shipping of Florida oranges, grapefruit and tangerines.

DISTRIBUTION: Through G. R. Taylor & Co., New York motion picture distributing company. The film is shown before trade groups.

RESULTS: "Excellent."

"Washington—the Shrine of American Patriotism"—Baltimore & Ohio Railroad. (Loucks & Norling Studios) 16 mm. and 35 mm. b. & w. sound movie.

SALES PROBLEM: To show to schools as a part of the Baltimore & Ohio's advertising and solicitation activities to create a greater interest in the Nation's Capital as a tie-in with B&O Washington tours operated each Spring.

DISTRIBUTION: Forty prints of the film are being distributed through the New York offices of the Motion Picture Bureau of the Y.M.C.A. to schools, colleges, industrial groups, etc., throughout the East and Midwest. In addition, Baltimore & Ohio representatives at key cities are provided with prints.

RESULTS: "We have received numerous favorable comments and news articles on the film, and it seems to be accomplishing

* Available for use by outside groups such as sales clubs and consumer organizations.

A COMPLETE MOTION PICTURE DISTRIBUTION SERVICE

In all phases for Theatrical and non-theatrical pictures. The non-theatrical service includes supplying projectors, screens, operators, etc., and transportation.

KING COLE'S SOUND SERVICE, INC.

203 East 26th Street, N. Y. C. Lexington 2-9850
Local operating points in upper N. Y.—N. J., and Conn.

very effectively the purpose for which it was made," reports R. C. MacLellan, advertising manager. A compilation of showings from the time the picture was released, January 20, through July 31 of this year showed that approximately 720,000 people had been the film.

"Tomorrow's Railroads"—Waugh Equipment Co. (Willard Pictures) 16 mm. and 35 mm. b. & w. sound movie, Bell & Howell equipment.

SALES PROBLEM: "To give the man who rides trains a better appreciation of the extensive work which must go on so that railroads can keep equipment ready and in condition to meet schedule requirements. Beyond that, the film emphasizes the research work done by both railroads and supply companies such as our own, describes one of our own test operations and shows the value of a new product designed to improve riding comfort of trains."

DISTRIBUTION: The film is shown by company representatives at district railroad club technical meetings, followed by a technical talk elaborating on the tests shown, and to smaller groups of railroad mechanical men. In addition, the 35 mm. version of the film is being offered for use in newsreel theatres.

RESULTS: "Our contact has been directly with railroad executives and mechanical men," a spokesman of the company said. "It is significant that the section of the country where the product has taken hold is the one in which the film has been used as planned."

"New Dimensions"—Chrysler Corp. (Loucks & Norling Studios) 35 mm. Technicolor three-dimensional movie, Brenkert equipment, Walker screen.

SALES PROBLEM: To show audiences at the Chrysler Exhibit at the New York World's Fair the precision manufacture of Plymouth cars. This film is a revised version of the three-dimensional movie which Chrysler exhibited at the New York Fair in 1939.

DISTRIBUTION: The movie is now being shown at the Chrysler Exhibit at the New York World's Fair, and no plans have been made as yet for future distribution.

RESULTS: "Considered a most convincing sales producer—and the outstanding movie at the Fair."

"Tight Lines"—Wisconsin Conservation Department (script and photography by Department personnel, sound track by Burton Holmes Films, Inc.) 16 mm. color sound movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: To promote Wisconsin's recreational attractions and encourage travel in the state.

DISTRIBUTION: Shown to civic clubs and consumer organizations.

RESULTS: "The film has not been in distribution long enough to provide any statistics on its use," Dorothy Cassoday of the Department's photographic section, reported. "However, we have had many favorable comments from people who have seen it and feel that it is an excellent film for the purpose intended."

"Industry Rides the Highway"—Arrow Carrier Corp. (Willard Pictures) 16 mm. b. & w. sound movie, Bell & Howell equipment.

SALES PROBLEM: To dramatize motor transportation on the highway and to advertise the company's shipping service and operation.

DISTRIBUTION: Shown before shipping groups, chambers of commerce and traffic clubs.

RESULTS: "The picture was successful for the job it was designed to do," H. R. Duffy reported. "It has been instrumental in cementing our present connections and in securing additional business."

"Color Song"—Coty, Inc. (Loucks & Norling Studios) 16 mm. Kodachrome sound movie, Bell & Howell equipment.

SALES PROBLEM: To explain to audiences at the Coty Exhibit at the New York World's Fair "the meaning of color in various phases of woman's life, with specific application to cosmetic color schemes," W. B. Neuburg, advertising director of the company, told SM. "The point the story of the film endeavors to establish directly and without equivocation is that make-up effects produced by cosmetics are most effective when all of the elements of make-up—face powder, rouge and lipstick—are scientifically color coordinated."

DISTRIBUTION: Shown at the Coty Exhibit at the New York World's Fair.

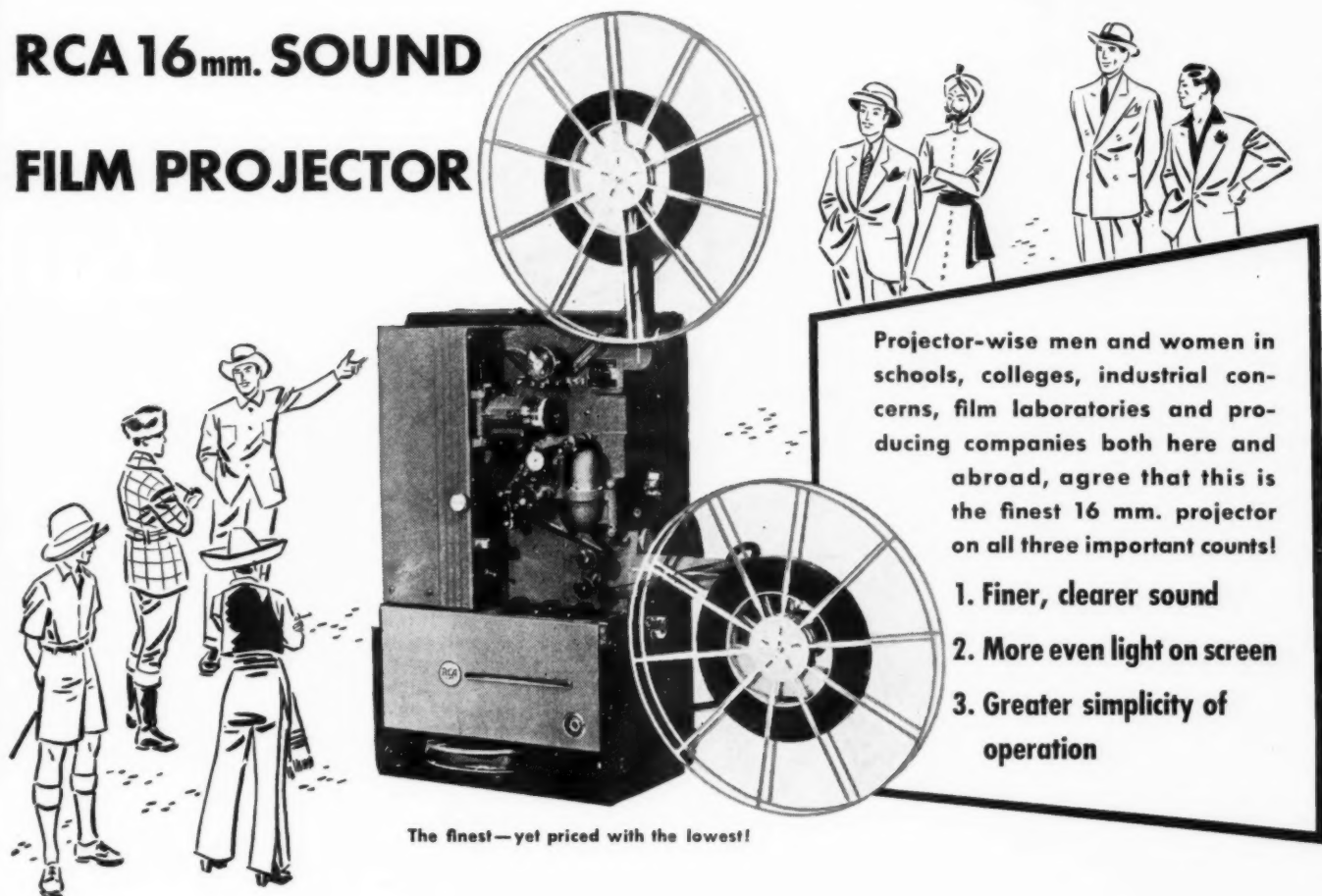
RESULTS: "Audiences have reacted favorably to screenings," Mr. Neuburg said. "From a technical aspect alone, the film has been pronounced by objective experts as a genuine feat in this type

SALES MANAGEMENT

EXPERTS EVERYWHERE *enthusiase* ABOUT

RCA 16mm. SOUND

FILM PROJECTOR



The finest—yet priced with the lowest!

Projector-wise men and women in schools, colleges, industrial concerns, film laboratories and producing companies both here and abroad, agree that this is the finest 16 mm. projector on all three important counts!

1. Finer, clearer sound
2. More even light on screen
3. Greater simplicity of operation

IN NINE SHORT MONTHS, the new RCA 16 mm. Sound Film Projector has become a sensation! Critically tested and compared with all other projectors, it has been enthusiastically accepted as the finest performing, simplest handling equipment on the market—not only by experts in this country, but also in Australia, India, Argentina, Colombia, South Africa and many other lands.

The finer performance and greater operating simplicity of the RCA 16 mm. Sound Film Projector is the result of RCA engineering. Designed by the same men who are responsible for RCA

Photophone Equipment, used by Hollywood film producing companies and thousands of motion picture exhibitors, this projector has over-size reflector, condenser, and objective lens which provide more even distribution of light on the screen. Sound is clear and more brilliant because of film take-up equalizer and superb electrodynamic speaker. At either high or low volume, words and music are full and clear.

So simple, it may be run by anyone, this projector has threading line cast on projection block, for extreme threading ease. All size reels may be quickly re-

wound by motor. Cleaning and adjusting are very simple. Large 16-tooth sprockets and better film channel design greatly reduce wear on film.

Compare the RCA 16 mm. Sound Film Projector with any other—at anything



like, this equipment's low price! Your own good judgment will convince you that here is your best buy! For full details, mail coupon.

For finer sound film projector performance—use RCA Tubes

Trademarks "Victor" and "RCA Victor" Reg. U. S. Pat. Off. by RCA Manufacturing Company, Inc.

Educational Department (MA-10)
RCA Manufacturing Co., Inc.
Camden, New Jersey.

Please send me without obligation, complete information concerning the RCA 16 mm. Sound Film Projector.

Name _____

Company or School _____

Address _____

City _____ State _____



of color motion photography. Optical and screen effects are achieved which were hitherto considered impossible in Kodachrome, such as fades, transformations, double exposures, etc."

"The Story of Neoprene—the Chemical Rubber"—Rubber Chemicals Division, E. I. du Pont de Nemours & Co., Inc. (Jam Handy Picture Service, Inc.) 16 mm. and 35 mm. b. & w. sound movie.

SALES PROBLEM: "To acquaint both the individual and industry with the fact that there is available a material—neoprene—proved by service and tested by time, which will perform the functions of natural rubber and will, in addition, stand up for unusual service under sunlight, heat, oils, chemicals, ozone or natural aging." The film will also be used for training the sales organizations of companies producing or merchandising neoprene products.

DISTRIBUTION: Bookings are arranged through the Rubber Chemicals Division of the company, the Motion Picture Bureau of the Y.M.C.A. and producers and merchandisers of neoprene products.

RESULTS: Since the film was released, August 27, it is too early yet to predict its results.



To illustrate how Birds Eye foods are brought from source of supply to market . . . From "Imprisoned Freshness."

"Imprisoned Freshness"—Frosted Foods Sales Corp. (Pathe-scope Co. of America) 16 mm. b. & w. silent movie, Bell & Howell and Eastman equipment.

SALES PROBLEM: To illustrate how Birds Eye foods are brought from source of supply to market, highlighting the progress made by the company and the stages of production and packing for quick-frozen foods.

DISTRIBUTION: First shown at retail and wholesale sales meetings, the film is now being distributed to consumer audiences by company's branches, distributors and salesmen and by the Motion Picture Bureau of the Y.M.C.A.

RESULTS: "Twenty copies of the film are in constant use throughout the country," the company reported. "Because we have a new product to talk about and a good film to show, many showings have had excellent results both from an educational standpoint and in creating new sales in retail stores."

"To New Horizons"—General Motors Corp. (Jam Handy Picture Service, Inc.) 16 mm. and 35 mm. color sound movie.

SALES PROBLEM: "To show, as depicted in the General Motors 'Futurama' exhibit at the New York World's Fair, what may lie ahead of us through the development of greater and faster Highways and Horizons."

DISTRIBUTION: Through the General Motors film library, the movie is available for showings to consumer groups.

RESULTS: "Reactions to this film have been excellent from all groups who have seen it."

"The Doctor's Daughter"—Swift & Co. (Caravel Films, Inc.) 16 mm. b. & w. sound movie, Victor Animatograph and Bell & Howell equipment.

SALES PROBLEM: To build good will for the company and its shortening products among bakers and to help them increase their sales of bread. The company furnishes this film, which contains no Swift identification, to bakers to show under their own identification. The film places emphasis on the importance of carbohydrates in a balanced diet, pointing out that baked foods are an important source of this food element.

* Available for use by outside groups such as sales clubs and consumer organizations.

DISTRIBUTION: Swift representatives show the film to bakers and bakers' associations. If bakers are interested in showing the film to their customers, to women's clubs or business organizations, Swift furnishes free of charge a copy of the film, projector and operator to put on the show.

RESULTS: The company considers that the film has been a successful promotion "although, in an effort of this kind, it is impossible to translate the good will engendered by the picture into terms of increased tonnage."

"Thrills for You"—Pennsylvania Railroad Co. (Loucks & Norling Studios) 35 mm. three-dimensional b. & w. sound movie, Brenkert equipment, Raven screen.

SALES PROBLEM: To give a general idea of the scope and character of the Pennsylvania Railroad service, both passenger and freight. This movie, produced for the Pennsylvania Railroad exhibit at the San Francisco Exposition, is the second major three-dimensional commercial motion picture recently produced, the first being the three-dimensional movie made by Loucks & Norling Studios for the Chrysler Exhibit at the New York World's Fair last year and revised this year. In watching the picture the spectator looks through a polarized viewer, held to the eyes like a pair of glasses. Filmed so that two overlapping images actually appear on the screen, the flat picture leaps into sharp and clear-cut three-dimensional relief with full depth when seen through the viewer.

DISTRIBUTION: The film was on exhibition at the San Francisco Fair. Plans have not yet been made for its disposition following the close of the Exposition.

RESULTS: "From the opening date of the Exposition, May 25, to and including the first week in September, the film has been seen by a total audience of 175,000 persons," reported G. E. Payne, system representative. "Our management is decidedly pleased with the results and considers the production a most successful one."

"Aristocrats of Fashion"—American Bemberg Corp. (Roland Reed Productions) 16 mm. and 35 mm. Technicolor movie.

SALES PROBLEM: To emphasize the wide variety of fabrics made of Bemberg rayon and used in "high style fashions." The film features dresses for active and spectator sports, informal afternoon and evening wear, and is designed to assist retailers in merchandising fashions in Bemberg rayon fabric.

DISTRIBUTION: In the 35 mm. size, the movie was first shown as a "short" in theatres. Sixteen millimeter prints were used for showings in department store auditoriums to customers, many of the department stores featuring garments shown in the film coincidentally with the presentation of the picture.

RESULTS: "In the short space of three months the film was brought to the attention of three-fourths of a million people, while the advertising and publicity of individual retailers reached an additional estimated two million," reported John R. Dunlap, Jr., of the company. "This promotion involved the coordination of effort among eight converting firms, nine dress manufacturers and thirty department stores. In addition the representatives of every important buying office in New York were contacted and made familiar with the wide variety of Bemberg fabrics and the high style character of merchandise featured in the film. We are proud of the success of our film."



To emphasize the wide variety of fashions available in Bemberg rayon . . . From "Aristocrats of Fashion."

SALES MANAGEMENT



To portray the part life insurance plays in the every-day life of the American public . . . From "American Portrait."

"American Portrait"—Institute of Life Insurance. (Wilding Picture Productions, Inc.) 16 mm. and 35 mm. b. & w. and color sound movie.

SALES PROBLEM: A public relations movie portraying the functions of a typical life underwriter, his service to the community in which he lives and works and how problems of security affect people in every walk of life. "American Portrait" is also a tribute to American salesmanship, dramatically portraying the part salesmanship has played in American progress and present standards of living.

DISTRIBUTION: Through the "club circuit." Local associations of life underwriters and agents of member companies of the Institute arrange for showings of the film in schools and theatres. Modern Talking Picture Service is also handling bookings to schools and consumer groups.

RESULTS: This picture was produced as a companion movie to "Yours Truly, Ed Graham," released by the Institute of Life Underwriters last year. As of mid-August, "Yours Truly, Ed Graham" had chalked up 1,600 showings to a total audience of more than a million; and "American Portrait" was following in the path of the first film with excellent showings and reactions from the audiences who had seen it.

"Botany Clothes the Nation"—Botany Worsted Mills. (Spot Film Productions, Inc.) 16 mm. color movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: To teach sales people, teachers, students and consumers how raw wool is converted into finished fabric and to explain to them the difference between wool and worsted fibres.

DISTRIBUTION: Bookings are arranged through the Visual Bureau of the San Francisco Board of Education and through the Motion Picture Bureau of the Y.M.C.A. Company representatives also handle showings of the film, traveling to colleges and schools with other materials and lecturing on wool and its use in men's, women's and children's clothes. For school showings, Botany has purchased a 16 mm. black and white movie describing sheep raising through the shearing process, which opens the program.

RESULTS: "Our executives are all of one accord: This film is doing a very splendid job. In fact, we intend to watch it carefully and add more processes later."

"More Life in Living"—National Dairy Council. (Burton Holmes Films) 16 mm. b. & w. sound movie, Victor Animatograph equipment.

SALES PROBLEM: To impress upon Junior high and high school students and adults the nutritional value of milk and its importance in the everyday diet of children and adults.

DISTRIBUTION: Through the Council's 40 affiliated local units and through the Motion Picture Bureau of the Y.M.C.A.

RESULTS: "Reactions indicate that the film was very well received by the audiences for which it was intended."

"Yesterday, Today and Tomorrow"—H. J. Heinz Co. (Wilding Picture Productions, Inc.) 16 mm. b. & w. sound movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: To dramatize the history of canned foods from Napoleon's search for a way of preserving fresh foods for his army, through the discovery of a method by Nicholas Appert and

its subsequent development by Peter Durand, an Englishman; Louis Pasteur, the French scientist; William Underwood, a young English emigrant to the United States and, finally, H. J. Heinz, Western Pennsylvania farm boy.

DISTRIBUTION: The film was shown at the Heinz Pier on the Atlantic City Boardwalk and at the New York World's Fair during the Summer. It is now being made available to clubs, organizations and schools.

RESULTS: "Very successful."

"What's an Office Anyway?"—Dictophone Corp. (Caravel Films, Inc.) 16 mm. b. & w. sound movie, Bell & Howell equipment, Raven screen.

SALES PROBLEM: To explain how the Dictaphone "facilitates the handling of more work, handling it better, finishing it faster, and eliminating bottlenecks which have no apparent relation to dictation." The film is a contribution to better personnel relations, showing how the work of a typical office force is affected by apparently minor aspects of conditions and relationships.

DISTRIBUTION: Through the company's district representatives in 150 cities in the U. S. and Canada, and through the Motion Picture Bureau of the Y.M.C.A. Salesmen invite customers and prospects to see the film, showing it either in the prospect's office or the district office.

RESULTS: "Our sales force is enthusiastic and the audience reaction has been entirely favorable," reports the company.

"A Word to the Wise"—National Retailers Mutual Insurance Co. and Federal Mutual Fire Insurance Co. of Boston. (Chicago Film Laboratory, Inc.) 16 mm. b. & w. sound movie, Ampro and Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: To demonstrate to the public fire hazards in the home and means of fire prevention and to give desirable publicity to local agents and the company.

DISTRIBUTION: At present the film is being shown under sponsorship of local agents of the companies. Two copies are also on file with the National Fire Protection Association. Later the film will be released for general distribution.

RESULTS: "We feel that the film is going to be particularly valuable to us from the public relations standpoint," said T. L. Osborn, Jr., assistant secretary of the National Retailers Mutual Insurance Co. "The film was not released until early September, but test showings to a selected group of over 1,000 have been very successful. Fire chiefs and public officials are enthusiastic about the film and its treatment of the subject of fire prevention."

"Green Acres"—National Fertilizer Association. (Films of Commerce, Inc.) 16 mm. color silent movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: To convince farmers of the need of pasture improvement.

DISTRIBUTION: Through agricultural colleges and similar agencies and through member companies of the association.

RESULTS: "We have been extremely well pleased at the reception given this film by the agricultural public," H. R. Smalley, chief agronomist, told SM. "As it was produced late last Fall, copies were made available only on January 1 of this year. During the past eight months we have received records which show it was used 1,405 times before a total audience of 115,190 farm people. Requests for showings are still coming in as rapidly as we can meet them, and we feel that the film may be used for at least two years. We are so well pleased with 'Green Acres' that we are now making a special edition of it for the Northeastern states and are working on another film entirely in color, and in both sound and silent forms."

"The Milk Parade"—Milk Industry Foundation. (Pathe) 16 mm. and 35 mm. b. & w. sound movie.

SALES PROBLEM: To present to consumers, through an educational and documentary sound movie, the story of milk from cow to doorstep. The film dramatized the scientific methods used to protect milk for city consumption and shows how milk must be distributed under all kinds of conditions.

DISTRIBUTION: Sold to organizations in the milk and dairy industry and associated industries which handle showings of the film to educational groups, civic clubs, and other consumer organizations.

RESULTS: "The best evidence of the success of this film is that it is constantly in use all over the country," Charles Speaks of the Milk Industry Foundation told SM. "It has been praised by educators, health officials, state and government officials, farm leaders and others, and in my opinion the movie is very well suited for the job it was designed to do."

* Available for use by outside groups such as sales clubs and consumer organizations.

"Don't Play With Fire"—Walter Kidde & Co., Inc. (Audi-Vision) 16 mm., color movie, Bell & Howell and Kodascope equipment, Da-Lite screen.

SALES PROBLEM: To demonstrate fire hazard control by the use of Lux carbon dioxide extinguishing equipment.

DISTRIBUTION: Through the company's sales and service agencies which handle showings of the film to prospects.

RESULTS: The company reports that this film and the demonstrations of fire fighting which accompany it whenever necessary, have stimulated sales by increasing the acceptance of carbon dioxide as a fire extinguishing medium. With the film salesmen have been able to contact people otherwise seldom seen.

"Sew Today the Modern Way"—Lilly Mills. (Castle Films) 16 mm. b. & w. sound movie.

SALES PROBLEM: To demonstrate the use of cotton thread in modern dress designing to domestic science and home economics groups.

DISTRIBUTION: Through Castle Films distribution offices in New York, Chicago and San Francisco. During the period January through June of this year, when showings were restricted to Southern states, the film was shown to a total audience of 300,000.

RESULTS: "Reaction by the trade was most favorable," reports the company.



To dramatize the use of cotton thread in modern dress making . . . From "Sew Today the Modern Way."

"Fuller Brushes"—Fuller Brush Co. (Castle Films) 16 mm. b. & w. sound movie, Bell & Howell equipment.

SALES PROBLEM: To show the Fuller Brush plant with its modern manufacturing methods to the company's dealer organization.

DISTRIBUTION: Shown by company representatives to dealers.

RESULTS: "Excellent."

"On to Jupiter"—General Motors Corp. (Sound Masters, Inc.) 16 mm. and 35 mm. b. & w. sound movie.

SALES PROBLEM: "An institutional film designed to show some of the scientific problems already solved in relation to the many problems still in the laboratory and testing stages."

DISTRIBUTION: Bookings are arranged to consumer audiences through the General Motors film library and the Motion Picture Bureau of the Y.M.C.A.

REACTIONS: "Reactions to this film have been excellent."

"Helpful Henry"—International Harvester Co. (Pat Dowl- ing Pictures) 16 mm. b. & w. sound movie, DeVry equipment, Da-Lite screen.

SALES PROBLEM: Comedy built around life on the farm.

DISTRIBUTION: Through the company's sales organization and dealers who handle showings of the film to farmers.

RESULTS: "Very popular, especially among farm groups."

"Loaf With Maca"—Northwestern Yeast Co. (Chicago Film Laboratory, Inc.) 16 mm. b. & w. sound movie, Bell & Howell equipment.

* Available for use by outside groups such as sales clubs and consumer organizations.

SALES PROBLEM: To convince the public of the ease and simplicity of making bread and rolls at home.

DISTRIBUTION: Produced to be shown at the company's exhibit at the New York World's Fair. Also exhibited to home economics groups and women's groups interested in breadmaking.

RESULTS: "The film has had favorable comments from the home economists who have seen it," reports H. B. Taylor, sales manager.

"The Case for Coal"—North Western Fuel Co. (Ray-Bell Films, Inc.) 16 mm. b. & w. sound movie, Victor Animatograph and Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: "To re-sell coal dealers on their own industry."

DISTRIBUTION: Shown to dealers at meetings held by company representatives throughout the territory.

RESULTS: "It has accomplished its purpose and been well worth the cost."

"Brown Derby Pilsner"—Safeway Stores, Inc. (Roland Reed Productions, in collaboration with J. Walter Thompson Co.) 16 mm. and 35 mm. Technicolor movie.

SALES PROBLEM: To dramatize to the company's sales organization the improvements made in the product and the advertising the company carries to support it.

DISTRIBUTION: By Safeway field men.

RESULTS: "Did an effective job."

"Shell Progress"—Shell Oil Co. (Roland Reed Productions, in collaboration with J. Walter Thompson Co.) 35 mm. and 16 mm. b. & w. sound movie.

SALES PROBLEM: To present to dealers news about Shell gasoline.

DISTRIBUTION: Shown by Shell field men to dealers.

RESULTS: "Very effective."

"Close Ups"—General Motors Corp. (Sound Masters, Inc.) b. & w. sound movies.

SALES PROBLEM: This Close Ups series is a monthly news reel type of presentation, designed to acquaint General Motors men in the field with the latest developments in General Motors and also with scientific and economic progress elsewhere.

DISTRIBUTION: The General Motors film library arranges for showings to General Motors personnel.

RESULTS: Reaction excellent.

"The Romance of Foods"—Armour & Co. (Burton Holmes Films) 16 mm. b. & w. sound movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: To acquaint the consumer with packing-house operations. Originally produced for exhibition at Armour booths in fairs, exhibits, etc., the movie has been modified for school showings.

DISTRIBUTION: Through the Burton Holmes distribution service and the Motion Picture Bureau of the Y.M.C.A. Several prints are also being distributed through college libraries.

RESULTS: "Good circulation of all prints out."



To acquaint the consumer with packing house operations . . . From "The Romance of Foods."

WE'VE EARNED OUR SERVICE STRIPES

29 YEARS OF SUCCESSFUL MOTION PICTURE DISTRIBUTION

Since 1911 the Motion Picture Bureau of the Y. M. C. A. has confined its efforts EXCLUSIVELY to distribution. This back-log of experience in successful motion picture distribution assures your film of becoming a four-star success.



Our selected guaranteed distribution includes:

- ★ 1,000,000 minimum guaranteed audiences for every 80 prints in circulation at a cost as low as 3/5 of a cent per person—one low cost covers all.
- ★ 10,129 sound exhibitors now look to us for programs. (analysis available)
- ★ Advance notices of all bookings make possible

dealer or representative sales activity at the time of exhibition. 1,000 local Y. M. C. A.s will cooperate with you to reach the best consumer groups.

- ★ A special edition of "Exhibitors Bulletin" featuring your film is prepared and mailed to selected organizations.

Detailed Information on Request

Motion Picture Bureau

A Division of National Council, Y.M.C.A.

NEW YORK

CHICAGO

SAN FRANCISCO

Slide Films

Dealer and Jobber Relations Problems Handled with Films

"The Right Mixture"—Bendix Products Division, Bendix Aviation Corp. (Associated Sales Co.) b.&w., sound slide film, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: To direct Bendix service men in sales procedure and to point out to them opportunities for profit in selling new or rebuilt carburetors to service customers.

DISTRIBUTION: Shown by Bendix zone men in distributor meetings and also sold to distributors for their use in conducting dealer and service station meetings. Following the showing of the film, a 26-page booklet with copy and illustrations from the film is passed out for further training and study.

RESULTS: "From the opinions expressed by our distributor and dealer organization and from the number of films sold, we feel that 'The Right Mixture' has lived up to all our expectations of the job it had to do," states J. F. Kerner.

***"The Inside Story of Beef" and "Building Beef Business"**—Armour & Co. (Jam Handy Picture Service, Inc.) b. & w. sound slide films, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: "The Inside Story of Beef": To acquaint the company's sales organization and dealers with the selection and grading of beef, the details of both U. S. government and Armour inspection, and the company's production equipment. "Building Beef Business": To improve the retail dealers' methods of buying and selling meats through the use of several prepared meat-cutting and inventory forms furnished free by Armour, to explain the

* Available for use by outside groups such as sales clubs and consumer organizations.

proper use of Armour's meat-pricer and to illustrate the proper use of Armour advertising.

DISTRIBUTION: Copies of the films are furnished to each of the 300 Armour branches having projectors. They arrange to show the films to dealers either at dealers' own meetings or at meetings held at the branches.

RESULTS: "We found slide films very successful in carrying information to our sales organization, and dealers say that they get a lot out of them, too," reported Charles N. Shaw of the sales promotion department.

"The Luxury Liner Dodge with the New Full Floating Ride" and "Finer in Every Way"—Dodge Brothers Corp., division of Chrysler Corp. (Ross Roy, Inc.) b. & w. sound slide films, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: To introduce to dealers the 1940 Dodge and explain to them such features of the new car as the "full floating ride," etc. This film is so edited that it can also be shown to prospects.

DISTRIBUTION: Sold to dealers on a subscription basis.

RESULTS: Effective.

"Sign Up With Kelly," "It's Not Done With Mirrors" and "Sharper Shooting for Bigger Profits"—Kelly Springfield Tire Co. (Ross Roy, Inc.) b. & w. sound slide films, Illustravox-SVE equipment.

SALES PROBLEM: "Sign Up With Kelly" was produced to present to dealers seven reasons why they should distribute Kelly tires. "It's Not Done With Mirrors" is an all-round merchandising story designed to interest distributors and their associate dealers in going after tire sales more actively and to show them how effective displays, window trims, banners and direct mail can be on business. "Sharper Shooting for Bigger Profits" was produced to train dealers and their sales people on trading up and to interest them in selling high priced safety tires.

DISTRIBUTION: "These films are shown by company salesmen at small meetings ranging anywhere from a distributor and a few members of his own organization to groups of forty or fifty, and in a couple of instances larger groups of a hundred," reported

P. D. Collins, Kelly manager of advertising and sales promotion.

RESULTS: "It is our problem, through our salesmen, to provide our distributors with concrete selling talks and selling methods sufficiently simple so that they can be passed on down the line," Mr. Collins, continued. "We find that the slide film medium permits us to tell our story exactly, more interestingly and with a certain amount of dramatization . . . they are the most effective medium we have discovered."

"Battery Sales Through Service"—B. F. Goodrich Co. (Caravel Films, Inc.) b. & w. sound slide film, Webster-SVE equipment.

SALES PROBLEM: A battery sales and service film to show dealers the results of service in the sale of batteries.

DISTRIBUTION: Shown by Goodrich salesmen to dealers at meetings or individually.

RESULTS: "The film is helping salesmen sign up new dealers and sell battery service equipment and is helping to train dealers' employees in battery merchandising," reports R. F. Snyder.



To show dealers how service results in the sale of batteries . . . From "Battery Sales Through Service."

"You Can't Lose," "Dan Daly Does It," "The Red & White Round Up" and "Trainload Sale"—Modern Marketing Service, Inc. (Slides by Chicago Film Laboratory, Inc.) b. & w. sound slide films, Illustravox-SVE equipment.

SALES PROBLEM: Since 1934 Modern Marketing Service, Inc., food brokerage house selling to Red & White wholesalers, has conducted a regular slide film program to bring before retailers and their clerks the story of Red & White foods. These films have been used to point out how Red & White benefits the independent retail grocer, to educate the retailer on conducting a controlled credit program, to give him pointers on deliveries and inside "dope" on special sales, etc.

This organization builds its own slide films, employing an outside film producer only for the purpose of copying art work on to 35 mm. slide frames. Hiring of talent, photography, direction and recording is all done by Modern Marketing Service.

DISTRIBUTION: Through 50 wholesalers who sponsor the Red & White voluntary program and show the films to dealers.

RESULTS: Reports the company: "We have found that our slide film program accomplishes a number of things for us. It helps to coordinate our activities; it impresses the Red & White retailer with the importance of the brand and the Red & White program, bringing him timely suggestions on merchandising, advertising and sales promotion activities which he would not otherwise get; and it forms a basis for interesting meetings of wholesalers and retailers. Slide films are definitely in our advertising schedule for future use."

"Twenty Years of Progress"—Day & Night Water Heater Co. (Frederick K. Rockett Co.) b. & w. sound slide film, RCA equipment, Da-Lite screen.

SALES PROBLEM: To take distributors, dealers and their salesmen on a trip through the factory and show them how Day & Night water heaters are made in order to build prestige and confidence in the quality of the product.

* Available for use by outside groups such as sales clubs and consumer organizations.

DISTRIBUTION: Projectors and copies of the film are located in each of the company's divisional territories, and factory representatives handle showings to distributors and dealers.

RESULTS: "The film accomplished its purpose."

"Make Service Pay a Profit"—Minneapolis-Moline Power Implement Co. (Associated Sales Co.) b. & w. sound slide film, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: To create dealer interest in establishing service departments and rendering prompt and efficient service at a profit.

DISTRIBUTION: Shown by home office and branch office personnel at service school meetings attended by the dealer organization.

RESULTS: "Dealer reaction was good," reported L. S. Plett, service manager. Approximately 2,100 dealers saw the film.

"The Silver Streak Special Six for 1940," "The Silver Streak Torpedo Eight," "The Deluxe Six and the Deluxe Eight for 1940," "The Candid Truth," "Price and Value" and "I've Been Offered More"—Pontiac Division, General Motors Corp. (Jam Handy Picture Service, Inc.) b. & w. sound slide films, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: Most of the films in this series were produced to introduce to dealers features of the new Pontiac models and to train dealers and their personnel on how to build sales stories around these features. The last film is devoted to used car trade-ins.

DISTRIBUTION: Sold to dealers on a subscription basis.

RESULTS: Pontiac has used slide films for this purpose for many years. Dealers find the service helpful and continue to subscribe to it.

"Weigh the Values" and "Only a Few Dollars More"—Dodge Brothers Corp., Chrysler Corp. (Ross Roy, Inc.) b. & w. sound slide films, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: To show Dodge dealers and salesmen how the 1940 model Dodge compares with Buick, Ford and Chevrolet 1940 models.

DISTRIBUTION: Dealers subscribe to the Dodge film service.

RESULTS: Very effective.

"The Great Opportunity for 1940," "It's Beautiful," "The Traveler" and "Chrysler Superfinish"—Chrysler Division, Chrysler Corp. (Ross Roy, Inc.) b. & w. and color, sound and silent slide films, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: To introduce to dealers and their sales people the 1940 model Chryslers and to point out the new features and improvements which the company was stressing in its promotion. These product films were also designed so that they could be shown to prospects.

DISTRIBUTION: Dealers subscribe to the Chrysler slide film service.

RESULTS: Very effective.

"The Mountain Comes to Mahomet," "Introducing Dixie Packages for 1940" and "That's How I Sell Water Cups"—Dixie-Vortex Co. (AudiVision, Inc.) b.&w. and color sound slide films, Illustravox-SVE equipments.

SALES PROBLEM: This is a series of sound slide films designed to present to wholesalers and their salesmen the story of the manufacture of Dixie cups, to show them the 1940 line of packages, and to give them pointers on how to sell the line.

DISTRIBUTION: Meetings of wholesaler salesmen are arranged by members of the company sales force in the wholesaler's place of business or in a hotel. Company salesmen, who handle showings of the films at these meetings, are supplied with projectors.

After a film showing to a wholesaler, summaries of the films in booklet form are sent to all those attending the meeting to be placed in their sales manuals. Later a follow-up mailing goes to these same men to keep the film before them and visualize again for them the selling points brought out on the screen.

RESULTS: "The Mountain Comes to Mahomet" has done much to focus the attention of wholesaler salesmen on the quality of our products," reports J. D. Catlin, sales promotion manager. "In this series for the first time cup designs were shown to wholesalers, and the presentation was most effective. 'That's How I Sell Water Cups' has been very successful in showing the men where and how to sell."

*1. "Easy Pickin's," 2. "Look Behind the Flywheel" and 3. "The Most for Your Money"—J. I. Case Co. (1. and 2., Burton Holmes Films, Inc.; 3., Brobuck, Inc.) b. & w. sound slide films, SVB equipment, Da-Lite screen.

SALES PROBLEM: To supply information about the advantages of Case products to the company's sales organization, dealers and prospective buyers.

DISTRIBUTION: Approximately 275 projection outfits are owned by branches, block managers and dealers of the organization who handle showings of the films.

RESULTS: "It is rather difficult to measure results accurately as the films are used jointly with other material," L. G. Samsel of the Case advertising department, reported. "They do, however, constitute an important part of a mass selling program, the basic plan of which is to present their message first to large groups of prospective buyers who will be contacted individually at some future time, depending on the interest shown at mass meetings. The mass selling program makes it possible to present the story to a large group of listeners."

"You Can't Miss"—Dodge Brothers Corp., division of Chrysler Corp. (Ross Roy, Inc.) b. & w. sound slide films, Illustravox-SVE and Webster-SVE equipment, Da-Lite screen.

SALES PROBLEM: To introduce to dealers and their sales people features of the 1940 Dodge and train them on successfully operating Dodge dealerships.

DISTRIBUTION: Sold to dealers on a subscription basis.

RESULTS: Very effective.

*"The Richfield Specialist," "Go Places with Richfield," "Five for One" and "Hollywood Goes Richfield"—Richfield Oil Corp. (Frederick K. Rockett Co.) b. & w. sound slide films, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: "The Richfield Specialist" was produced to emphasize to dealers and their salesmen the importance of maintaining clean, attractive rest rooms, pointing out how customers can be won or lost, regardless of service, products and salesmanship, by the rest rooms provided for their comfort and convenience. "Go Places With Richfield" was designed to demonstrate how new customers are won by conducting performance tests in the prospect's own car with the prospect driving, using Richfield gasoline and the gasoline previously used by the prospect. "Five for One" was produced to educate dealers on the importance of developing new customers by neighborhood solicitation according to a definite plan which calls for five visits to each prospect and a live prospect list of twenty-five for each salesman in the station. "Hollywood Goes Richfield" introduced to dealers Richfield's "Gasoline of the Stars" advertising campaign which featured testimonials in newspaper, magazine, radio and outdoor copy from such stars as Madeline Carroll, Richard Dix, Bob Hope, etc.

DISTRIBUTION: Shown to dealers by company salesmen at regular meetings.

RESULTS: "It is the opinion of the management that slide films represent the most forceful and effective dealer educational media that has been developed," reported W. T. Dinkins. "In cases where dealers followed the program outlined in 'Five for

* Available for use by outside groups such as sales clubs and consumer organizations.



To demonstrate to dealers how new customers are won by gasoline performance tests . . . From "Go Places With Richfield."

OCTOBER 10, 1940



Show Business Films On

DA-LITE SCREENS

Whatever your objectives in using motion pictures or slidefilms—whether inquiries, orders, or increased goodwill—you must have *perfect projection* "to get what you are after."

This means *efficient screens* as well as good projectors. The superior efficiency of Da-Lite White, Silver and Glass-Beaded Screens is widely recognized. It can be readily proved by making comparative tests.

Da-Lite Glass-Beaded Screens—(recommended for average projection requirements)—make pictures brighter, not merely because they use glass beads, but because they use beads that meet rigid specifications and are applied by Da-Lite's special process that assures maximum light reflection without glare. The base fabric is also different—stays pliable and remains white longer than any other white surface. These and other features are the result of Da-Lite's 31 years of leadership in pioneering screen improvements.

Give your films the benefit of projection on **DA-LITE Screens**—first choice of leading producers, distributors and users of business films. Write for literature now!

DA-LITE SCREEN COMPANY, INC.

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One," we have found that the increase in business averaged about 20%."

"Look, Listen and Stop"—American Brakeblok Division, American Brake Shoe & Foundry Co. (Wilding Picture Productions, Inc.) b. & w. sound slide film, Illustravox-SVE equipment, Da-lite screen.

SALES PROBLEM: To educate dealers and their service men on brakelining. This film, with its human interest story woven throughout, is an excellent example of what can be done to avoid dullness in pictorial presentation of a technical subject, presenting in dramatic form the American Brakeblok factory, engineering staff, laboratories and test garages.

DISTRIBUTION: Company salesmen and salesmen of the National Automotive Parts Association, which distributes the American Brakeblok line, arrange with jobbers for meetings, to which dealers and their service men are invited to see the film.

Much of the success of "Look, Listen and Stop" the company attributes to the method used in scheduling these showings and the promotion campaign it sponsors to encourage dealers to view the film. When a jobber signs up to conduct one of these dealer meetings, he is sent announcement broadsides imprinted with his name to mail to the dealers in his territory inviting them to see the film. Then the company supplies him with "movie-type" posters approximately 2½' x 3½' in size for posting in his own store or in the shops of large brake service stations and other service establishments. On the day before the showing, the jobber mails out "final reminder" postcards to dealers or, in the case of local dealers, "subpoenas" them to appear at the meeting with a novel, legal-looking form which he hands them personally.

RESULTS: "The film has been shown at more than 500 jobber meetings to date with fine results," reports C. Q. Smith, sales manager. "Meetings averaged about 60 dealers each and we believe this is one of the most successful dealer activities we have ever engaged in."

Films for Training Manufacturers', Jobbers' and Dealer Salesman

"New Shades for Old"—The Columbia Mills, Inc. (Vocafilm Corp.) Kodachrome and b. & w. sound slide film, Illustravox-SVE equipment, Raven screen.

SALES PROBLEM: To train retail sales people to sell better quality window shades. The film puts its principal emphasis on the proper procedure to be followed in selling window shades from both a decorative and a utility standpoint. A special feature is the inclusion of Kodachrome shots to show how to sell window shades in their relationship with wall paper, draperies and glass curtains.

DISTRIBUTION: Columbia salesmen, operating out of 17 branches, handle showings of the film to department store sales people. A sales training manual which emphasizes the major selling points in the film is distributed to all attending.

"B. Altman & Co. Presents"—B. Altman & Co. (Pathscope Co. of America) Kodachrome sound slide film, Illustravox-SVE equipment.

SALES PROBLEM: To train sales people in the store on the proper methods of selling and to acquaint them with the store facilities.

DISTRIBUTION: Shown at training classes in the store. In addition, several colleges have reserved copies of the film for showings.

"Jergens-Woodbury Marches Ahead" and "Cavalcade of Jergens Cosmetics"—Andrew Jergens Co. (AudiVision, Inc., in collaboration with Lennen & Mitchell, Inc.) b. & w. sound slide films, Illustravox-SVE equipment, Raven screen.

SALES PROBLEM: To dramatize to company salesmen the advertising and sales potentialities for the coming year.

DISTRIBUTION: Andrew Jergens Co. each year holds regular meetings at five points in this country and in Perth, Ontario, to present new merchandising and advertising plans to its district salesmen. These meetings are small, attended by from 15 to 35 men, and heretofore the company has used an easel type presentation to put across its story. "This proved to be not only awkward for the speaker who conducted the meeting, but it did not command the full attention of the men who could be distracted by objects around the room such as new merchandising deals, new

display pieces and mounted advertisements which are always a part of such meetings," Fred Stoutland of Lennen & Mitchell told SM. "We then began to use sound slide films in order to focus their attention on the subject under discussion." In addition to the slide films which the company puts on for its district salesmen, the show included a special recording of Jergens radio broadcasts and sound slide films on the general subject of selling.

RESULTS: Jack Hewitt, vice-president of the company in charge of sales, and all of his division salesmen were highly enthusiastic about this type of presentation, the agency reported.

"Making First Contacts Click" and "A Loan Well Made Is Half Collected"—Household Finance Corp. (Brobeck, Inc.) b. & w. sound slide film, Illustravox-SVE equipment.

SALES PROBLEM: Used along with manuals, pamphlets, etc., as part of a continuous training program for new employees and employees already on the job. The first of these films portrays the right and wrong ways to handle applicants on their first contact with Household Finance Corp. and emphasizes the fact that an applicant is a customer. The second film is designed to show the right and wrong way to handle each step in closing a loan so that the customer has a clear understanding of what is expected of him.

DISTRIBUTION: Household Finance Corp. has several areas throughout the country where sound slide equipment is located. Nearby branch offices draw from these areas and present the film to their personnel along with remainder of the training material.

RESULTS: Reports E. F. Wonderlic, Household Finance Corp.'s director of personnel: "The success of these films is, perhaps, directly related to the part they play in connection with the training management, supervision and follow-up, and the booklets, charts, manuals, etc., used. Certainly sound slide films are the most vivid and cheapest training medium in the long run. Our managers and supervisors who use these as training material like them and therefore do a better job in training where fundamentals are involved."

"Smooth Sale-ing"—Toastmaster Products Division, McGraw Electric Co. (Brobeck, Inc.) b. & w. sound slide film, Operadio equipment, Da-Lite screen.

SALES PROBLEM: To give retail sales people a clearer understanding of correct sales methods to use in selling Toastmaster and other products in the housewares department. "The decision to make such a film came about after careful surveys showed that such training was needed," J. D. Landes, Jr., of the Toastmaster Products sales promotion department, reported. "It was found that many sales were lost simply because the sales people were not using certain fundamentals of selling, so we produced 'Smooth Sale-ing' to bring out these fundamentals and illustrate them so that they could be readily understood and absorbed."

DISTRIBUTION: Each of the Toastmaster district sales representatives is equipped with a print of the film, a record of the sound track and projection equipment. These representatives made appointments for showing the film to retail store people.

Supplementing the film, a printed version of the material contained in the film is distributed. In addition, copies of the sales training manual on Toastmaster products prepared in collaboration with *Good Housekeeping* are furnished upon request for sales training programs.



To train retail salespeople to sell Toastmaster products . . . From "Smooth Sale-ing."

* Available for use by outside groups such as sales clubs and consumer organizations.

RESULTS: During the first two and a half months following the release of the film, there were 293 showings, 226 before retail sales people and 67 to distributors' salesmen who sell Toastmaster products. "We are definitely of the opinion that the film was of real value to us in making retail sales people better acquainted with the best methods to use in selling Toastmaster products," Mr. Landes said. "The enthusiasm of our sales representatives is clearly evidenced by the fact that most of them have asked when we plan to release another film of this type."



To teach motor parts dealers and service men how to sell and install the product . . . From "A Universal Problem."

"A Universal Problem"—Borg Warner Service Parts Co. (Talking Sales Pictures, Inc.) b. & w. sound slide films, Illustravox-SVE equipment.

SALES PROBLEM: To instruct motor parts dealers and jobbers' sales and service organizations on how to sell, install and service Universal joints in automobiles and trucks.

DISTRIBUTION: Shown by company salesmen to jobbers' organizations and also at jobbers' trade clinics. Some jobbers who have projectors have ordered copies of the film and record and keep them on hand for frequent showing to their service men.

RESULTS: "The picture has produced very good results since it was released, and many of our jobbers say that their men now have a better fundamental understanding of Universal Joints than ever before," reported W. E. Salter, sales manager. "The line of merchandise represented in the film has shown a better increase this year than any of our other lines."

"Measure for Sales"—J. B. Simpson, Inc. (Talking Sales Pictures, Inc.) b. & w. sound slide film, Talk-Pix equipment, Da-Lite screen.

SALES PROBLEM: To emphasize to salesmen the need for correctly measuring customers in order to build a satisfied and lasting clientele for the custom-made clothing sold direct by the company to consumers.

DISTRIBUTION: Used by branch managers in meetings with the salesmen.

RESULTS: "Found very interesting and effective by the salesmen in showing them how to do their jobs better."

"I'd Like to Finance Your Car" and "Insuring Your Income"—Agents Finance Co., Inc. (Talking Sales Pictures, Inc.) b. & w. sound slide films, Talk-Pix equipment.

SALES PROBLEM: To train insurance agents to handle automobile finance business.

DISTRIBUTION: The company's 20 field men show the film at agency meetings.

RESULTS: "Very satisfactory."

"Step by Step" and "The Eyes Have It"—Pepsi Cola Co. (Caravel Films, Inc.) b. & w. sound slide films, Illustravox-SVE equipment.

SALES PROBLEM: To train driver salesmen in regular and complete route coverage and service and to instruct them in setting up dealer displays.

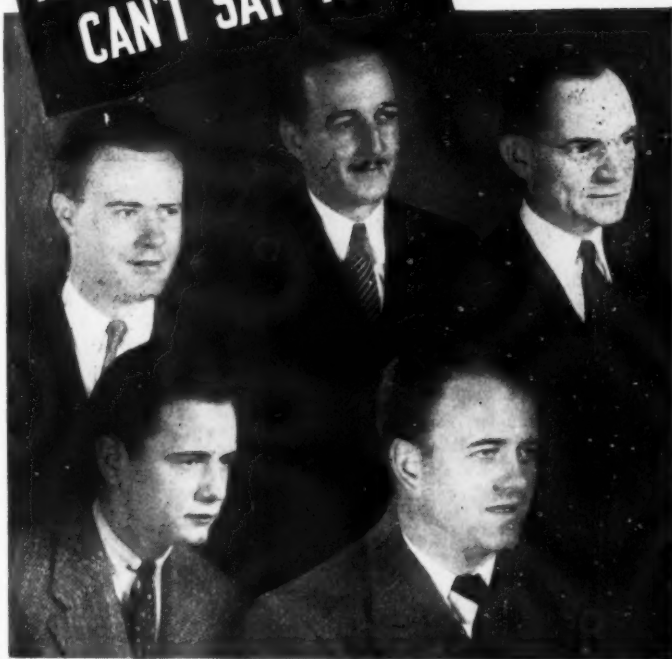
DISTRIBUTION: Shown by Pepsi-Cola sales representatives and franchise bottlers to driver salesmen.

RESULTS: The films are too new to obtain an estimate of results.

* Available for use by outside groups such as sales clubs and consumer organizations.

OCTOBER 10, 1940

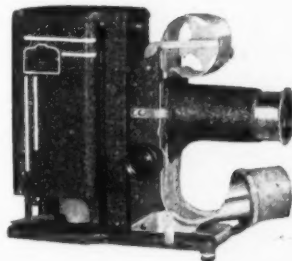
WHEN THE "EYES"
HAVE IT....THE EARS
CAN'T SAY "NO"



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of Visualized Facts*

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MANUFACTURERS—PRODUCERS—DISTRIBUTORS OF Visual Aids

[77]



To train new and retain seasoned salesmen . . . From "His Wife's Vacation."

"His Wife's Vacation," "Maid Service," "Hard and Fast" and "The First Olive"—Jewel Tea Co. (Haig & Francisco) b. & w. sound slide films, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: To train new men and retrain seasoned salesmen. The first of these films, "His Wife's Vacation," was designed to acquaint field representatives with the Jewel home office and plant and to introduce them to several of the major executives of the company. "Maid Service" was designed to train the men on the proper merchandising of premiums. "Hard and Fast" shows the normal coverage of the "five point sale," the standard procedure used by Jewel salesmen in the average sales call. "The First Olive" explains the proper method of delivering the first order to the customer who is just beginning to trade with Jewel.

DISTRIBUTION: Copies of the films are placed in each of the company's 90 branches for use by branch executives in training their men.

RESULTS: "I can safely say that Jewel branch managers and assistant managers are unanimously in favor of films for training their men," J. E. Morrison of the Jewel training division, reported. "They find that films help them do a better training job with less effort. Our films are shown in the home as well as in the branch offices, and salesmen and their families seem to like them and look forward with interest to the release of each new film."

"In addition to the six films now in use by Jewel branches we have three others completed but not released, and we are working on a half-hour product film."

"Definite sales increases have resulted from the use of these training films. For instance, in the eight weeks following the introduction of the film, 'Maid Service,' which is built around Jewel's Mary Dunbar model waterless cooker, our salesmen sold 276% more waterless cookers than they sold in the same period of 1939."

"What Every Woman Wants"—Charis Corp. (AudiVision, Inc.) b. & w. sound slide film, Illustravox-SVE equipment.

SALES PROBLEM: To introduce to student corsetieres the Charis training course, and to point out "the opportunity and long range security to be found in a career of Charis corsetry" for the mature woman.

DISTRIBUTION: The film is automatically supplied to Charis distributors who show it to women interested in taking the Charis training.

RESULTS: "Distributors report that this portrayal of the Charis opportunity adds 'mightily' to the confidence of the student corsetiere in her new undertaking," the company reports.

"Chrysler Radio for 1940," "1940 Radios for Ford, Mercury and Lincoln Zephyr," "Installation and Service—the 1940 Studebaker Philco Radio," "The Icing on the Cake," "The Radio Expert" and "Plus Money"—Philco Radio and Television Corp. (Brobeck, Inc.) b. & w. sound slide films.

SALES PROBLEM: To train the service men of dealers of various automobile manufacturers on installing and servicing Philco automobile radios.

DISTRIBUTION: Through the distributors of the various automobile manufacturers and through the Philco service division field organization.

RESULTS: "Excellent," reports O. F. Achtenhagen, of the company's sales promotion department. "In my opinion sound

* Available for use by outside groups such as sales clubs and consumer organizations.

slide films produced by competent producers are the ideal method for obtaining quick standardized training on installation and service of technical products and pay big dividends in preventing service losses to dealers and to the manufacturer."

"Comparison Films"—Chrysler Division, Chrysler Corp. (Ross Roy, Inc.) b. & w. sound slide films, Illustravox-SVE and Webster-SVE equipment, Da-Lite screen.

SALES PROBLEM: This is a series of 12 sound slide films about Chrysler and eight about De Soto designed to show dealers and their salesmen how the 1940 model Chryslers and De Sotos compare with the 1940 models of other cars in the same price range, and to train Chrysler and De Soto retail salesmen to meet competition.

DISTRIBUTION: Dealers subscribe to the film service.

RESULTS: Chrysler has used sound slide films for the past ten years to introduce new products to dealers and to help them train their salesmen. Dealers praise the service.

"Maintaining the Packard Ride," "Serving by Selling," "Cracking the Tough Ones," "Service News of the 1940 Packard Features," and "Give the Brakes a Break"—Packard Motor Car Co. (First film produced by Associated Sales Co., remainder by Brobeck, Inc.) b. & w. sound slide films, Illustravox-SVE equipment.

SALES PROBLEM: This series of sound slide films Packard makes available to distributors and dealers to train the field service personnel on service methods approved by the company. "Maintaining the Packard Ride" was produced, for instance, to give Packard service men a thorough yet simple explanation of the engineering principles behind the new "rear end dominance" of Packard cars, and to show the complete service procedure which enables the servicemen to determine the accuracy of the ride adjustment and to correct it when necessary. "Serving by Selling" sets forth basic rules of salesmanship and applies them to service selling. "Cracking the Tough Ones" gives suggestions for the correction of a number of miscellaneous service troubles. "Service News of the 1940 Packard Features" highlights new features of the 1940 cars and, as its title suggests, shows the men how to service them. "Give the Brakes a Break" portrays the various causes of brake trouble, tells mechanics and service salesmen how to call the car owner's attention to faulty brakes and how to sell him brake adjustments or a relined job.

DISTRIBUTION: These training films are sold, through subscription, to dealers and distributors who use them in training their own service salesmen and mechanics. Following showings of the films, Service Training Film Supplements—printed versions of the film, including both text and pictures—are distributed so that the men may review the materials presented. Upon completion of a series of six Service Question Sheets covering the films and other training material, servicemen and mechanics are presented with Packard Master Serviceman's buttons.

"5 Star Value"—Nash-Kelvinator Corp. (Brobeck, Inc.) b. & w. sound slide film, Illustravox-SVE equipment.

SALES PROBLEM: To train retail appliance salesmen in department and furniture stores, major appliance dealers and other Kelvinator laundry outlets; to give them an appreciation of the features of the Kelvinator line; to put across the "5 star value" theme and to illustrate step-up selling.

DISTRIBUTION: Kelvinator distributors and zones (factory owned distributors) equipped each wholesaler and zone representative with a projector and print of the film for showing to laundry dealers throughout his territory while making his regular calls. Sales training quotas were set up in each zone or distributorship, and wholesalers were required to show the film to every one of their accounts by a certain date. In addition to these individual showings, the film was shown in franchising activity to large groups of dealers.

RESULTS: "Returns from a questionnaire circulated among 11,910 retail salesmen indicated that at least 50% of them saw the film," said William Rados, manager of the Kelvinator National Salesmen's Institute. From W. E. Saylor, Kelvinator sales promotion director, came this comment: "This film gave salesmen a decided edge over price-minded competition by specifically showing them how to translate exclusive product features and to sell to women who came in with the original idea of purchasing a single 'bargain special' washer."

"Join the Profit Parade"—Association of Gas Appliance and Equipment Manufacturers. (AudiVision, Inc.) combination b.&w. and Kodachrome sound slide film.

SALES PROBLEM: To introduce to gas range dealers, appliance dealers and utilities the 1940 CP ("Certified Performance") program and to show them the promotion and profit possibilities

SALES MANAGEMENT

BENDIX HOME APPLIANCES . . . NATIONAL SAFETY COUNCIL . . . GENERAL SHOE CORPORATION . . . JOHNS-MANVILLE CORPORATION . . . MONTGOMERY WARD & COMPANY . . . COCA-COLA COMPANY . . . INTERNATIONAL HARVESTER COMPANY . . . THE BARRETT COMPANY . . . ARMOUR & COMPANY . . . HOUSEHOLD . . . FRIGIDAIRE CORPORATION . . . GENERAL ELECTRIC . . . WESTINGHOUSE ELECTRIC COMPANY . . . CHRYSLER CORPORATION . . . FORD MOTOR COMPANY . . . GENERAL MOTORS CORPORATION . . . THE PITTSBURGH PLATE GLASS COMPANY . . . SINCLAIR REFINING COMPANY . . . STANDARD OIL OF INDIANA CRONE COMPANY . . . CURTIS PUBLISHING COMPANY . . . LEVER BROTHERS COMPANY . . . GOODYEAR TIRE & RUBBER CO. . . THE GLIDDEN COMPANY.

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Illustravox is the best investment you can make . . . NOW . . . to increase your business. You can afford Illustravox whether you have 5 or 500 salesmen—because the cost is low . . . only \$34.95 and up. The programs for Illustravox (sound-slide films and records) cost far less than sound movies. The effectiveness of this medium has been proven

by hundreds of leading firms, using over 30,000 Illustravox machines . . . to produce better salesmen and more business, week by week. You too will discover that Illustravox can be your most powerful business getting tool. Write, wire or phone for the facts.



Electro - Acoustic Products Division of
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Illustravox Junior Model 108A is for small group showings and features the first projector engineered especially for sound-slide films. Other models, to handle audiences up to 1000.

PIONEERS IN SOUND
SINCE 1911

of CP gas ranges. The film stresses merchandise tie-in material available to dealers and utilities by presenting the current point-of-sale promotion material sponsored by the Association and giving hints as to how it should be used.

DISTRIBUTION: One hundred prints of the film were distributed through the field staff of A.G.A.E.M., regional managers of the American Gas Association and range manufacturers' salesmen. It is estimated that to date each of the prints of "Join the Profit Parade" has been shown to approximately 1,000 people, including hardware dealers and their sales personnel, appliance dealers, department store employees, gas company employees and salesmen, home economics workers and utility executives.

RESULTS: A.G.A.E.M. has found the use of sound films in educational work of this type to be very satisfactory and is now making arrangements for several more dealer and utility films for next year.

"The Big Parade of Nestle's"—Lamont, Corliss & Co. (AudiVision, Inc.) b. & w. sound slide film, Illustravox-SVE equipment.

SALES PROBLEM: To educate distributors' salesmen.

DISTRIBUTION: Shown by company salesmen.

RESULTS: It is interesting to note that this company used a slide film eight years ago to introduce a new product. Last year they returned to this medium for educating distributors' salesmen, and are now using slide films for two products. "We believe we can get over a practical sales story more quickly by this method than in any other way," D. Cady, manager of EverReady Cocoa sales told SM.

"Quality Service for Quality Cars," "Dependable Service for Dependable Cars," "Fine Service for the Great American Car" and "First Place Service for First Place Cars"—Service division, Chrysler Corp. (Brobeck, Inc.) b. & w. sound slide films, Illustravox-SVE and Webster-SVE equipment.

SALES PROBLEM: To train dealers' service personnel on the mechanical changes and adjustments on 1940 Chrysler, Dodge, De Soto and Plymouth cars.

* Available for use by outside groups such as sales clubs and consumer organizations.

DISTRIBUTION: Used in conjunction with other training materials by regional service managers and service representatives in conducting meetings with dealers and their service personnel at major points in each region.

RESULTS: "Better conception of new mechanical details of the new product and a desire on the part of dealers to better equip their shops."

"Inspector Hoo Follows Thru"—Delco-Remy Division, General Motors Corp. (Associated Sales Co.) b. & w. sound slide film.

SALES PROBLEM: To teach dealers how to sell replacement ignition parts and to demonstrate to them the quality of Delco-Remy products.

DISTRIBUTION: Shown by the company sales force to distributors and by distributors to dealers, as part of a continuous training program which included such other materials as sales manuals, printed versions of the film, etc.

"A Day With Joe Hanson"—Nash Motors division, Nash-Kelvinator Corp. (Associated Sales Co., Inc.) b. & w. sound slide film.

SALES PROBLEM: To make Nash service managers, small dealers, straw bosses and service men conscious of the responsibilities and sales possibilities of properly executed service managers. As the title indicates, the film takes its audience through a working day of a typical Nash service manager, Joe Hanson; shows Joe handling typical service situations.

DISTRIBUTION: Made available to all Nash service men who wanted to see it.

RESULTS: "Favorably accepted."

"The Story of the Three Keys" and "The House of Squibb"—E. R. Squibb & Son, Inc. (AudiVision, Inc.) b. & w. sound slide films.

SALES PROBLEM: To outline to company salesmen current Squibb advertising and to present to them the story of company policies.

DISTRIBUTION: Presented to salesmen at a sales convention.

RESULTS: "Fair."

Advertising, General Publicity, Consumer Sales and Other Films

"Oliver Plows a New Furrow"—Oliver Farm Equipment Co. (Associated Sales Co.) b. & w. sound slide film, Picture Phone equipment, Da-Lite screen.

SALES PROBLEM: To tell a complete story of the new Oliver Raydex plow bottom in a way that would interest farmers in the equipment and explain to dealers what the product is and how it works.

DISTRIBUTION: Each of the company's 12 branches is supplied with a projector, and company salesmen arranged for "Oliver Day" meetings, at which the film was shown, in dealers' places of business. Usually both farmers and dealers attended. Later, dealers were offered the film at cost as a permanent part of their sales equipment.

RESULTS: "Over 2,000 Oliver dealers and over 48,000 farmers have seen the film," W. E. Fulton, Oliver sales promotion manager, told SM. "There was not one criticism or negative reaction. Many dealers and farmers alike agreed that the Raydex sound slide film was even better than a movie since it did a better explanatory job. In the opinion of the executives of the Oliver company, the film was outstandingly successful and did a finer job than anyone hoped for."

"Six Steps to Safety"—Superior Coach Co. (Jam Handy Organization) b. & w. sound slide film.

SALES PROBLEM: To impress upon the general public, especially the fathers and mothers of children riding buses to and from school, the importance and necessity of a definite safety program, and to encourage them to establish such a program in their community.

DISTRIBUTION: Through the Superior Coach Co.'s nationwide distributing organization. The company also conducted an intensive advertising program in school trade publications which lead to many requests for showings of the film from individuals interested in safety school transportation.

The merchandising tie-up between the film and the company's sales program is that the film is shown to the school board or the school bus operator, impressing him with the necessity of safety in transportation. Then the sales talk on the Superior school bus is built around the safety feature and the part the bus plays in upholding and forwarding safe school transportation.

RESULT: "To date," reports G. F. Rossman of the sales department, "this film has created twice as much interest as our previous film. The reactions of our distributors and salesmen have been very enthusiastic and our records show that they are using it religiously as a tool with which to create an interest in our sales program."

"We have five or six hundred prints of these films and records in the hands of our distributors and salesmen, State Highway Patrols of the various states, heads of State Departments of Education and School Libraries. Our reaction to this film is that it is the best medium for putting over our point that we have yet discovered."

"The Magic Flame and Model T. Cooking"—American Stove Co. (Wilding Picture Productions, Inc.) b. & w. sound slide films, Illustravox-SVE equipment.

SALES PROBLEM: To train retail salesmen on how to present a better range selling story and to provide the company's customers—the retailers—with a medium for promoting the company's products to consumer groups.

DISTRIBUTION: "This film is, first of all, shown to all of our customers and their salesmen by our own sales representatives," L. C. Ginn, sales promotion manager, told SM. "Then our representatives endeavor to sell our customers on the idea of using the film in their local sales promotion work as it was designed primarily from the consumer's point of view and is particularly applicable for showings to such groups as parent-teachers organizations, church and school groups."

"There are several attractive merchandising tie-in pieces used in connection with this film. One is a brochure describing the film which could be used by our customers in mailing to club groups or consumer groups to arouse interest in seeing the film. The other is a booklet reproducing most of the pictures and the story from the film which is passed out to the various members of the audience after they have seen the film."

RESULTS: "Our opinion is that slide films of this type are high in commercial value, and our films certainly did the job that they were designed to do," Mr. Ginn concluded. "We consider

* Available for use by outside groups such as sales clubs and consumer organizations.

this film one of the best that we have ever put out, and, although it is a new production, already about 16% of our customers have seen the film and a number are using it in their own local sales promotion work."

"It Happened Today"—Conference of Hospital Service Plans. (Talking Sales Pictures, Inc.) b. & w. sound slide film, Talk-Pix equipment, Da-Lite screen.

SALES PROBLEM: To explain to employers and their employees the value of non-profit hospital care insurance and to demonstrate the operation of the plan. The film was produced in syndicated form to give hospital service organizations in various cities a dramatic medium for selling group hospitalization to local employee groups, each company using the film having available optional frames describing the features of its own local plan.

DISTRIBUTION: Used by the sales force in making group presentations.

RESULTS: "The film adequately serves its purpose."

"How Does Your Garden Grow"—Ferry-Morse Seed Co. (Brobeck, Inc.) Kodachrome sound slide film.

SALES PROBLEM: To describe and illustrate flowers that may be home grown from Ferry-Morse seeds.

DISTRIBUTION: Shown by Ferry-Morse representatives at meetings of consumer groups such as women's clubs, garden clubs, schools, etc.

RESULTS: "Universally endorsed as beautiful, interesting and concise."

"From One to Ninety-nine"—Carlisle, Mellick & Co. (Pathe-scope Co. of America) b. & w. sound slide film, Illustravox-SVE equipment Raven screen.

SALES PROBLEM: To familiarize those interested in the trading of securities listed on the New York Stock Exchange with the handling of odd lot orders and the actual workings of an odd lot dealer organization.

DISTRIBUTION: Company representatives arrange for showings to the employees of member firms of the New York Stock Exchange and branch offices throughout the country.

RESULTS: "A better understanding of the various phases which odd lot orders entered on the New York Stock Exchange pass through means more efficient and intelligent handling of customers resulting in economies to the local and out of town brokerage firms," reports the company.

"On Wings of the Morning"—Air Express division, Railway Express Agency, Inc. (Jam Handy Picture Service, Inc.) b. & w. sound slide film, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: To educate the public through groups in schools, clubs and business organizations on the operation and advantages of air express. The film is also used to train company movie-consumer

DISTRIBUTION: Thirteen district sales managers covering all parts of the country, supplied with copies of the film and projection equipment, arrange for showings.

RESULTS: K. N. Merritt, general sales manager, reports the film has been valuable for both outside education and inside training.



To demonstrate the operation and advantages of air express
... From "On Wings of the Morning."

SALES MANAGEMENT

"And So To Sleep"—American Steel & Wire Co. (produced by the company) b. & w. sound slide film.

SALES PROBLEM: To give manufacturers using Premium spring wire, made by the film sponsor, a merchandising story which they could present to the bedding department personnel of furniture and department stores. There are two versions of "And So To Sleep." One dramatizes the retail sales value and consumer acceptance of the Premier informative tag; the other develops, in addition to the Premier story, a suitable background and introduction for the customer's own slide film produced by him and dealing with the merits of his product.

DISTRIBUTION: Through American Steel & Wire Co.'s sales promotion department, which makes the film available to manufacturers.

RESULTS: According to W. H. Cordes, manager of sales promotion and advertising, the film—although very recently completed—has been favorably received and results have been quite satisfactory.

"Trial by Jobber"—Hearst Magazines, Inc., MoTor. (AudioVision, Inc.) b. & w. sound slide film, Illustravox-SVE equipment.

SALES PROBLEM: To promote MoTor as an advertising medium to automotive jobbers and their salesmen by showing them how the publication helps them to sell when a manufacturer advertises in it.

DISTRIBUTION: Representatives of the MoTor subscription department who specialize on jobber circulation carry the film with them and show it whenever possible to jobbers individually or to jobbers and their salesmen at sales meetings.

Advertising men also show the film to manufacturers and their advertising agencies, explaining that it is being used to bring about a better acceptance on the part of jobbers and their salesmen for the value of advertising in the publication.

RESULTS: Reports Walter E. Dexter, business manager: "The film has been shown to approximately 600 jobbers, and we will continue to use it more or less indefinitely. Our hope is that in time the majority of automotive jobbers will see it. The reaction has been very good and we feel that it was an excellent promotion investment. It has, of course, strengthened our position with manufacturers and their advertising agencies."

"After the Sale Is Over" and "Heading for the Harvest"—Service division, Chrysler Corp. (Brobeck, Inc.) b. & w. sound slide films, Webster-SVE and Illustravox-SVE equipment.

SALES PROBLEM: To train dealers' service managers in the better merchandising of service and management of their departments.

DISTRIBUTION: Prints and records of the films are furnished by the company to district service representatives who conduct meetings in key points in their districts. Posters, show cards and miscellaneous materials are used as props to dramatize the meetings, and dealers are furnished with sets of streamers featuring service selling messages and "study unit" reprints of the film in booklet form.

RESULTS: "'After the Sale Is Over' has been particularly effective in emphasizing the importance of proper conditioning and delivery of the new automobile to the customer," H. J. Nestle, general service manager of Chrysler Corp., reports. "Heading for the Harvest," a follow-up film, has not yet been released.

"Since the Beginning of Time"—The Educators. (Talking Sales Pictures, Inc.) b. & w. sound slide film, Talk-Pix and SVE equipment, Da-Lite screen.

SALES PROBLEM: This company sells a health and accident coverage to teachers, and this film was produced to enable its representatives to get into the schools and make their presentations to faculties. Therefore, the film is divided into two parts, one part dealing with the history of collective security and planned for showings to classes in schools, and the second part being a direct selling film to teachers.

DISTRIBUTION: Company representatives handle the showings.

RESULTS: "The demand for the film indicates its popularity and success."

"The Milk Dollar"—Milk Industry Foundation. (Vocafilm Corp.) b. & w. sound slide film.

SALES PROBLEM: To tell the consumer where his milk dollar goes by relating the economic story of the factors involved in the distribution of fluid milk.

DISTRIBUTION: Copies of the film are sold to organizations

* Available for use by outside groups such as sales clubs and consumer organizations.

OCTOBER 10, 1940

COLOR SLIDE FILMS? of Course

By the Pathescope method. A process which we have developed to give excellent color at *black-and-white* prices.

- ★ Using any standard 35 mm equipment
- ★ All the prints you want.
- ★ No splices.
- ★ No gadgets—just 35 mm film.
- ★ Costs no more than black-and-white.

Of course we make black-and-white films as well as color—both motion and slide, sound and silent—and have been making them for over twenty-five years. Ask for demonstration. No obligation.

THE

PATHESCOPE

CO. OF AMERICA, INC.

580 FIFTH AVE., NEW YORK

PRODUCERS OF

Motion Pictures • Slidefilms
Sound & Silent



in the milk and dairy industry and associated industries. These in turn are loaned to educational groups of all kinds.

RESULTS: "This sound slide film has been characterized by many members of the industry as one of the most valuable projects ever produced to visualize factors entering into milk distribution.

"Your Servants in Print"—State Farm Insurance Cos. (Talking Sales Pictures, Inc.) b. & w. sound slide film, Talk-Pix equipment.

SALES PROBLEM: To acquaint policyholders with what the policy does and with the manner in which the company guarantees to meet its future financial obligations. In addition, the film has been found valuable in training present agents and recruiting new men to the agency force.

DISTRIBUTION: Agents show the film at policyholder meetings called especially for the purpose of seeing the presentation. In addition, the film is being shown before various civic organizations, school groups, etc.

RESULTS: "We have been highly pleased with the accomplishment of our production and have, at the present time 125 projectors in the field for presentation of the film," reports A. W. Tompkins, agency vice-president.

"The Great American Family Car"—De Soto Division, Chrysler Corp. (Ross Roy, Inc.) b. & w. sound slide film, Illustravox-SVE equipment, Da-Lite screen.

SALES PROBLEM: To convince customers of De Soto roominess, comfort and other special features.

DISTRIBUTION: Sold to dealers on a subscription basis.

RESULTS: Many letters from dealers attest to the value of the films.

"The Machinist Age"—Warner & Swasey Co. (AudioVision, Inc.) b. & w. sound slide film, Illustravox-SVE equipment.

SALES PROBLEM: To train the users of the machinery the company sells. "It is very difficult to get these men together in any way at all, and it was necessary for the whole program to be highly portable because it had to be shown under all kinds of conditions," C. A. Cowdrey, of the company's operators' service bureau, told SM. "Once the men were assembled, this film was shown to them to convince the turret lathe operator that he really belonged to a profession and that in this profession he could be continually learning and trying new methods." At the conclusion, the film offers for sale, for one dollar, a book describing how the turret lathe should be operated to get the most efficient results.

DISTRIBUTION: Programs are put on in plants of Warner & Swasey customers.

RESULTS: To date over 14,000 men have seen and heard this program and approximately 6,500 books have been sold. "We are quite pleased with the book sales," Mr. Cowdrey said, "because we are selling something normally given away in our industry. This is our first experience in sound slide films, and in many ways this venture has far exceeded our expectations.



Oertel Brewing Co., Louisville, staged a one-act skit at one of its monthly sales meetings that blended laughs, novelty and sound selling. Written by H. T. Castello, general sales manager, it was titled "Cheer Up." That tied into the firm's advertising campaign, which features a "Gloomy Glum" and a cheerful drinker of Oertel's "92" beer who "gets more fun out of life." Actors were all employees. The play's reception proved that lively, unhackneyed sales training pays.

A Check List for Revitalizing Sluggish Sales Meetings

Do your salesmen make faces and groan when you announce a sales meeting?—or do they look forward eagerly to these gatherings because they know their dead batteries will be recharged with fresh selling ideas?

BY HARRY SIMMONS

IF we could step up the efficiency of our sales meetings only 25%, we could step up the efficiency of our selling at least half that much!

A good sales meeting starts in the mind long before it begins on the floor. An idea is born. A plan is made. A meeting is held. Then all three must be amplified and coordinated.

The idea must be thought through to its logical conclusion, and all variations and adaptations buttoned up tightly. The plan must be developed so as to promulgate the idea as efficiently and effectively as possible. The meeting must be arranged and conducted with the objective goal constantly in mind. And after the meeting there is the matter of follow-ups, with sufficient reminders so that the lessons of the meeting may be put into profitable practice.

Whether you are holding a daily session or annual sales conference, your gathering always includes these three elements: Idea, Plan, Meeting. Of course, these three words really

should be made to spell "ideally planned meeting." How often, though, do we find that a sales meeting—even an important one—fails to "click" because of some of these faults:

Ten Common Faults of Average Sales Meetings

1. They are not given sufficient importance.
2. They are not planned sufficiently in detail.
3. They are allowed to cover too much territory.
4. They are permitted to run themselves.
5. They become too much of a one-man show.
6. They do not stick to their agenda.
7. They carry on too long and become boring.
8. They have no focal points of interest, no showmanship.
9. They lack general discussion and salesmen-participation.
10. Their loose ends are not properly tied up with sensible summaries.

Let's stop kidding ourselves about the meetings we hold now. Some of us may think we're a "hot tamale" in running a sales meeting, when we are really holding a "hot potato"—we would like to let go, but we can't. The

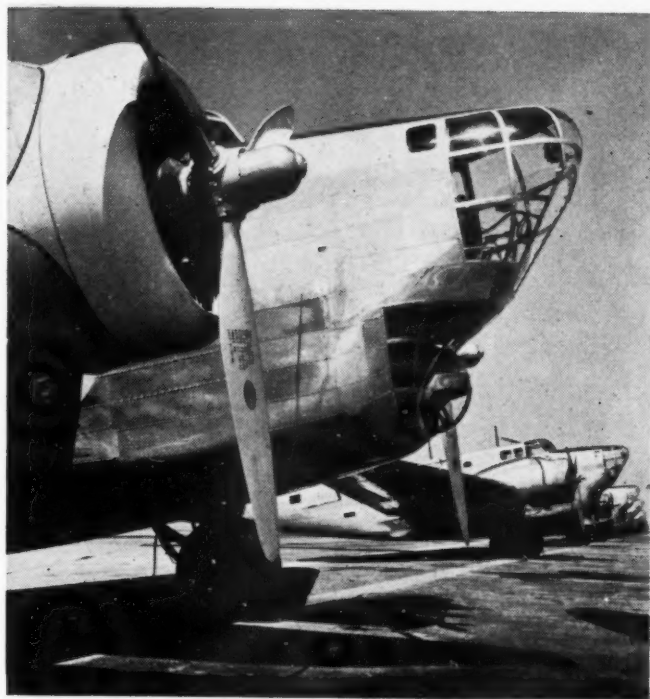
next best thing to do, then, is to try to learn something about running more profitable meetings by examining and applying some of the tested principles used by other firms in successful meetings.

There are at least a dozen different types of sales meetings:

1. *The Inspirational Meeting:* Usually built around some outside speaker who may be noted for his ability to send the men out with the spirit of do-or-die for dear old so-and-so. Occasionally, the sales manager himself, or some officer of the company, fills the inspirational role—and occasionally gets away with it.

2. *The Topical Meeting:* The meeting is devoted to one topic of discussion, so that necessary concentration may be had on that single subject. The important thing here is to keep the meeting on an even keel, and on the main line of discussion until the subject is completely talked out.

3. *The Question-and-Answer Meeting:* Designed to test the salesmen's knowledge. Questions are written in advance on slips of paper and passed out either in rotation or by lot; cards are used to pick out a salesman's name and he answers whatever question may be next. Or the salesmen themselves may ask the questions to be answered by the sales manager or some company official. Or the meeting may be split up into two periods, one for the former and one



Dedicated to Defense. . .

More than sixty-five thousand men are working in Southern California's five airplane plants. Work is speeding ahead on six new destroyers in Southern California shipyards. A new \$19,000,000 naval air base will soon be started at Los Angeles harbor. The furnaces of eight Southern California steel mills are blazing day and night.

Long famed for tourists, oranges and motion pictures, today Southern California stands in the front rank of the country's industrial centers, and every needed mill and factory among its more than 4,400 manufacturing plants has dedicated itself to the job of making America impregnable.

The Los Angeles Times is proud to represent a community so young in years that has been entrusted with a task so great, and prouder still that this task is being carried out in a true spirit of service and with all the energy and enterprise characteristic of Southern California.

LOS ANGELES TIMES

*Represented by Williams, Lawrence and Cresmer
New York, Chicago, Detroit, San Francisco*

APTITUDE TESTS for SALESMEN

*I serve a distinguished group
of companies, leaders
in their industries.*

If aptitude tests should prove practical and feasible for your company, they should contribute to increased volume and lower sales costs. Through their use, you can select new salesmen who will most likely succeed; while, at the same time, strengthening many "hidden weaknesses" in your presently employed salesmen.

I shall be glad to answer your questions on aptitude tests; and to discuss your sales personnel problems with you, in an interview or by letter. All communications are confidential, and without obligation.

JACK KLEIN
Sales Personnel Counsel

148 East 48th Street
New York, N. Y.
Wickersham 2-3000

YOU WANT PROFITS

From DYNAMIC DETROIT
— So do WE. If you are a
manufacturer with products
or equipment that can be
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Michigan and Northern Ohio
a group of DETROIT SALES
ENGINEERS, Graduate
CIVIL, MECHANICAL and
ELECTRICAL ENGINEERS
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CONTACTS in this area are
interested in receiving complete
details regarding your
products. Write,

PAUL B. WALDIN
308 BOULEVARD BLDG.
DETROIT, MICHIGAN

for the latter.

4. *The Quiz Meeting:* Following the style of the popular radio quiz programs, questions may be asked from the chair or from the floor, to be answered by individuals or by different teams; each reply to be scored by a committee, with total scores counting toward a series of prizes. The important thing here is to see that everyone is given a chance, which is easily done by taking the men in consecutive order.

5. *The Discussion Meeting:* After the main speech, the subject is thrown open for general discussion within whatever time limit is set. Then another speaker goes on, who again is followed by general discussion. Here, also, it is important to see that everyone is given an opportunity to join the discussion, those in the back rows as well as those in front. Too often the discussion comes from only a few men, who may be good talkers and may not always provide the most important responses. Call the backward men by name, and get them into the discussion by asking direct questions.

6. *The Problem Meeting:* Many a meeting is held to discuss a specific problem, such as advertising plans, competition, price-cutting, territories, quotas, new products, etc. Again, it is important to hold the meeting on the main line, and to keep discussion within the limits of the specific problem.

7. *The Advertising Meeting:* Meetings are occasionally held to consider new advertising programs and campaigns, at which representatives of the advertising agency may be present. In order that they may get complete opinions of the men in the field, it is important that whatever proofs, sketches, schedules, photographs, charts, etc., are presented should be passed around carefully among the men, and that they be urged to give their full and frank views, as well as any supplementary suggestions.

8. *The Factory Meeting:* These meetings are extremely important, because they give the production and technical men an opportunity to present their sides of the story. Factory men must be urged to present their stories as simply as possible, and to resolve all technical explanations in layman's English, so that salesmen may understand and get all the talking points possible.

9. *The Sales Training Meeting:* Easily one of the most important of all. Training sessions should be

noted for their concentration on the subject under discussion; and after the preliminary statement, discussion should be general so as to clarify the main topic. The most practical type of sales training is that which makes frequent use of examples and actual demonstrations. But let's remember that too much of anything *at one time* is unwise; sessions must be short to be interesting; and if a meeting includes more than one session, it is the occasional rest period that helps to sustain the interest.

10. *The Merchandise Meeting:* Presentation of new merchandise and new products helps both sides of the organization—the men in the field and the men in the home office. A complete sales talk about the new merchandise helps to sell it to the men; a complete discussion by the men frequently gives the headquarters executives a number of slants they never thought of, as well as raising questions and objections that can be answered promptly. Advertising and sales managers can present valuable talking points to the men from the field, and the field men can undoubtedly give them new angles for their promotion campaigns. As a further incentive, men should be given some form of recognition or credit for their contributions.

11. *The Luncheon Meeting:* With a special speaker on the program, meetings of this type can be made very interesting both from a practical and an inspirational viewpoint . . . particularly when provision is made for a short question period after the talk. But all speaking and questions must be kept strictly within the allotted time, or they are apt to prove expensive.

12. *The Dinner Meeting:* Here's the type of meeting at which you can really let yourself go; but you must still know where you are going and how to get there. The secret of success lies in the planning, with careful time allowance and programming for all such necessary details as food, speeches, questions and entertainment. The strong-minded chairman, or toastmaster, is the boss of the meeting; and his ability to control the meeting within the time limits of his schedule—and to keep it sparking with interest as it runs along—is the key to an occasional evening meeting that combines both sociable and practical inspiration.

Now, then, what kind of meeting do we want to run next Monday

SALES MANAGEMENT

AT THE TOP OF

PARK
CENTRAL
HOTEL

TIMES SQUARE

WHERE CONVENIENCE CONTRIBUTES TO CONVENTIONS

GATHER here for your conventions, your sales conferences, banquets and any form of get-together where excellence of service and convenience of location will add to the success of the occasion. Our facilities are geared to take care of parties up to 600; two whole floors are given over to convention use, with their own elevator, dining and checking services. The price is always suited to the committee's budget, and the location is within a step of Times Square and the diversions of Broadway.

LARGEST SINGLE ROOMS ★ PARLOR, BEDROOM and BATH from \$6
In New York from \$3.50 for One or Two Persons

Home of the famous COCOANUT GROVE and the smart ROYAL PALM COCKTAIL LOUNGE...Gymnasium and the largest pool in Manhattan FREE to guests.

Put your convention problems up to our special convention staff by addressing our Mr. S. T. Sunshine.



★ PARK CENTRAL HOTEL ★

SEVENTH AVENUE • FIFTY-FIFTH TO FIFTY-SIXTH STREETS • NEW YORK CITY

morning at eight o'clock? Frankly, aren't the following six questions the ones that usually worry us most?

1. What do we want to talk about? (Not how many things, but the most important subject.)
2. Who is going to do all the talking? (Surely, not I.)
3. How long is it going to run? (Not indefinitely, I hope.)
4. How are we going to keep it interesting? (We don't want the boys yawning, do we?)
5. How are we going to "button up" the worthwhile things that are said? (We don't want them to "go in one ear, out the other," do we?)
6. Finally, how are we going to translate all this into action? (It isn't worth anything if the boys don't use it.)

Thumbnail Sketches of Successful Meetings

Here are a dozen sets of specifications that include tested principles for more profitable results from your sales meetings:

1. *Purpose*: To help salesmen make more sales. Isn't that right? Not a place to show off or show up, but a place to show *how*! Therefore, any-

thing you can do to show your salesmen *how to sell* is an ideal purpose for any meeting.

2. *Planning*: One cannot say too much about the careful planning of every detail of every meeting. Contrary to the popular notion, successful sales meetings don't just happen—they are *made* that way. Too many meetings are run on a "catch-as-catch-can" basis; consequently, too many meetings end up in a verbal riot instead of mental rightness. When a sales manager casually says, "let's hold a meeting," he better be sure what the meeting is really for, what is going to be said, and who is going to say it! If he is in the frame of mind that has him *wondering* what he is going to say or do, he will do much better to sit down and write out his story carefully as a sales bulletin to the men.

3. *Frequency*: Meetings may be held weekly (to include all city men); semi-monthly or monthly (to include all traveling men); quarterly or semi-annually (for general sales conference); or annually (for the trade convention). Or they might be held seasonally (at the beginning of various seasons); or occasionally (at the beginning of special advertising or sales promotion campaigns).

4. *Time*: Monday morning (to start off the week); Wednesday noon (to carry on a continued sales effort); Friday afternoon or Saturday morning (to summarize the past week and plan the coming week); or any night dinner meeting (for an occasional evening of sociability).

5. *Length*: Watch out for "jitters" in any average meeting that runs over 60 to 90 minutes. If necessary to run longer, the meeting should be broken up into two or more sessions, separated by ample intermissions. For those who hold daily sessions or "check-up meetings," 15 to 30 minutes is ample. It is easier to say too much at one time than too little—and much more dangerous.

6. *Agenda*: One subject at a time gives you more time to discuss your subject. Where meetings are more widely separated and several subjects are in order, watch the order of your subjects and *concentrate* on one subject at a time within your time limit. If you overlap, you will slide over the next subject; and the moment you start sliding, you start slipping!

7. *Background*: If you are going to use any stage props (samples, charts, photographs, proofs, etc.) check up and be sure they are avail-



"But MY problem is different!"

● "That's what *I* said—until I took my convention problems to a Statler!

"That's when I learned how the combined experience of seven big convention hotels can smooth things out so fast that you wonder how it ever seemed complicated.

"Every one of the seven Statler hotels has the trained personnel and the modern equipment that mean smooth-running conventions. Take *your* problems to a Statler Hotel and take a load from *your* mind!"

There are STATLER HOTELS in

BOSTON • BUFFALO • CLEVELAND • DETROIT • ST. LOUIS

NEW YORK

(Hotel Pennsylvania)

PITTSBURGH

(Hotel William Penn)

able without an instant's delay. Lost motion means loss of interest; and when interest breaks, your sales talk cracks wide open. Incidentally, be sure that anything you may use is large enough for everyone to see clearly.

8. *Chairman:* It is the presiding officer's duty to *streamline* the meeting to a successful conclusion—by avoiding detours, sidetracks, unnecessary delays, and broken schedules through talkativeness, slow motion, irrelevance, and running off the main line. Whether the chairman is the sales manager or some other executive, it is important that he have a timetable—and stick to it.

9. *Discussion:* Follow each talk with a short, snappy general discussion. Don't just ask for questions and then wait around awkwardly for someone to speak up. Call on different men by name and get their individual views. If you *wait* for questions, you may wait forever. Your discussion periods are what make or break your meetings.

10. *Minutes:* Meetings worth while develop minutes worth while. A man who can use his head in jotting down the minutes of a good meeting, can earn his keep by the valuable ideas he can glean from the

speakers and from the general discussions. Much good material is wasted at many meetings in free-for-alls that are never reported.

11. *Objective:* The goal of a good sales meeting is the salesman's inner consciousness. The salesmen are *your* prospects. As the speaker, *you* are the salesman. You fail or succeed in *your* selling in the exact degree that you can help or influence the salesmen toward *their* objective—which is to make more sales.

12. *Follow-up:* To hold a sales meeting and then not do any more about it is a tragic waste of opportunity. Every meeting develops valuable ideas, helps, suggestions. Why spend time and money if you don't plan to benefit from it? To make your meetings worth while and to garner the gold that comes to the surface, tie all these ideas into your subsequent sales letters, bulletins, house magazines, direct-mail follow-ups. Don't trust your salesmen to remember . . . *help* them to remember by constant reminders in convenient form!

Finally, keep your salesmen in the picture all through your meeting. It is run for them, and they must be in it. Urge them to take notes of their own as they go along. Invite them to

join discussions by calling on individuals. Ask for questions from men by name all over the room. Put the *You* into your speech and be sure the salesmen know that you mean *them*. If you put on any kind of stunts, put the salesmen into them, literally as well as figuratively. Don't forget—in this case, *you* are the salesman; *they* are the prospects. You must sell them before they can go out and sell *their* prospects.

If you can do that, your sales meetings will be an assured success—and you will prove it to yourself by the continual rise in your sales curve.



Mr. Simmons has prepared especially for the readers of SALES MANAGEMENT, a 4-page "Self Inventory for Salesmen," which appears facing page 100 in this issue. It is designed to encourage salesmen to take stock of the assets and liabilities which are affecting their success in their chosen professional field, and to stimulate them toward making some substantial effort in the direction of self-improvement.—THE EDITORS.



SALES MANAGEMENT

SENSATIONAL! *and we Mean it!*

Ordinarily we avoid superlatives. We steer clear of claims of product superiority expressed as "the best"—"the finest"—"the most"—"the greatest"—etc.

But this is one time that we can honestly, conscientiously, say that this is the finest golf bag of its kind on the market. On Madison or Park Avenue it would retail for \$100. Other places not less than \$85.

Made of genuine English Pigskin throughout. It will stand up for a lifetime. As a gift or a prize it can't be equaled.

Prices for quantities on request. Here's a guarantee without any strings. Order one bag for personal use—\$37.50. If on examination you don't say this really is the best bag and the finest value for the price, your money refunded without question.

Feature 1: 100% genuine English Pigskin thru-out. Tough as bull-dog and can take any punishment.

Feature 2: Easy access ball-pocket at top for convenience.

Feature 3: British pleated all-weather type, with pilfer-proof detachable hood.

Feature 4: Extra size shoe pocket.

Feature 5: Umbrella holder.

Feature 6: Full padded dividers for complete protection of clubs.

Feature 7: Detachable shoulder slings with heavy duty snaps.



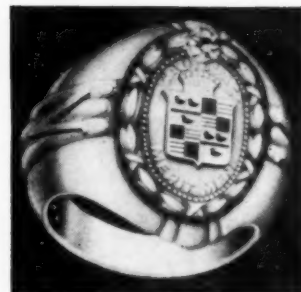
ADVERTISING CORPORATION OF AMERICA

Manufacturers of Leather Goods—Factory: Easthampton, Mass.

2 Park Avenue, New York, N. Y.



American Gas Assn. "Royal Star Ranger" emblem for men who earn title of Star Ranger for four consecutive years. (Right) Trophy for gas companies. See story below.



A diamond is added to this ring for each succeeding year in which Cadillac-LaSalle salesmen qualify for the Order of Merit. These men also win a four-day all-expense trip.

How Six Firms Glorify and Reward Top Notch Sales Ability

American Gas Assn. CP Ranger Club

Gas range salesmen the country over compete for membership, honors and awards in the "CP Ranger Club" sponsored by the American Gas Association. This club was designed to set nation-wide standards for "Certified Performance" salesmanship and to provide recognition for outstanding sales accomplishment.

In 1939, the Ranger Club's first year, 275 salesmen qualified by selling at least 25 CP models. By leading all other salesmen in the country with installations of 280 CP's, Mrs. Cora Riegelman of Barker Bros., Los Angeles, clinched the title of "National Commander" of the Club for 1940.

This year awards will include eight all-expense trips, 24 cash prizes, and 15 trophies for gas companies, gas company and dealer salesmen, and sales executives.

For the purpose of this nation-wide competition, the United States has been divided into eight geographic regions. Gas company and dealer salesmen will compete for regional as well as for national honors and awards. Gas company salesman in each region with the greatest number of CP ranges installed by September 30, 1940, will receive a trip, with all expenses paid, to the American Gas Association National Convention at Atlantic City, this Fall. Three individual cash prizes will be awarded to dealer salesmen in each of the eight regions.

Salesmen who sell 25 CP ranges during the year qualify as members of the CP Ranger Club and receive the bronze Ranger emblem, a Certificate of Membership presented by the head of their organization,

and a personal letter of appreciation from the National Chairman of the A.G.A. Range Committee. Sales supervisors, sales managers, and dealers become Rangers when one-half the men they supervise qualify for membership in the CP Ranger Club. Rangers who qualify two years successively receive a silver emblem; three years, a gold emblem.

For 50 or more CP gas range sales in any one year, salesmen receive the title of "Star Ranger" and their emblems are set with a diamond for each year they qualify. Supervisors, sales managers, and dealers earn "Star Ranger" awards when three-fourths of their sales force become Rangers.

Those who maintain their Ranger status by selling 25 CP ranges each year for four successive years, win the rank of "Royal Ranger." Star Rangers for four successive years become Royal Star Rangers. Both classes receive distinctive emblems and personal recognition for their consistent sales achievements.

To promote competition among gas companies, two activities have been set up—one on a regional and one on a divisional basis—and 15 CP Ranger Victory Trophies will be given to sales leaders. The Victory Trophy is a silver figure of a mounted Ranger set on an inscribed walnut base.

A trophy will be awarded in each of the eight geographic CP regions to the gas company with the largest number of company and dealer CP range installations per 1,000 gas meters in residential homes for the year 1940. Seven divisional awards will be given to gas companies. To assure fair competition, divisions are set up so that each company will be competing with

companies of about its own size. Trophies will be awarded to the company in each of the seven divisions which reports the largest number of company and dealer range installations per 1,000 gas meters in residential homes.

Cadillac-LaSalle's "Order of Merit"

Salesmen of Cadillac and LaSalle automobiles who are employed by authorized dealers are eligible for membership in a Cadillac-LaSalle Salesmen's Order of Merit.

Membership is contingent upon making a prescribed quota. Credits are in points, the scale ranging from four to ten points for selling new Cadillac or LaSalle cars of certain models. One point is awarded for each \$300 of used car sales. Quotas are set at the beginning of each fiscal year and are based on anticipated sales potential for the year. The minimum requirement in 1939 was 325 points. The same ratio obtains in 1940, but a change has been made in the fiscal year, making the minimum 250 points for a nine months' period.

A minimum of 120 salesmen are awarded membership each year, however, whether or not that many individual salesmen make quota. Provision is made for guaranteeing a minimum number of members from each of several territories which are arranged according to sales potential. If, therefore, an insufficient number of salesmen actually make quota themselves, the guaranteed minimum number of salesmen is accepted from among the leaders in each group.

Awards consist of a ring, honorary officers, and usually an all-expense trip. The



Carve your advertising message on the really **VITAL SPOTS** ➔

Get a real audience for your message—and you'll get results! And here's proof!

An NBC spot sponsor recently made a one-time offer over KDKA in Pittsburgh. Quick as a wink he received 12,554 responses, from 1152 cities, in 164 counties, in 11 states! 70% of the mail came from 468 towns within a 50-mile radius of Pittsburgh. And the result? Juicy

new profits for the sponsor!

Typical of what the 17 NBC vital spots can do for you is this performance. That's why these spots have been used more, by more advertisers, this year than ever before. Offering you a ready-made audience that spends money, they're completely represented by NBC. One or all of them is available to you at low, low cost!

Effective September 1, WOWO and WGL, Ft. Wayne, Ind., became NBC Represented Stations

NATIONAL BROADCASTING COMPANY
A Radio Corporation of America Service

OCTOBER 10, 1940

WEAF	50,000 Watts—660 kc. . . . New York
WJZ	50,000 Watts—760 kc. . . . New York
WMAQ	50,000 Watts—670 kc. . . . Chicago
WENR	50,000 Watts—870 kc. . . . Chicago
KGO	7,500 Watts—790 kc. . . . San Francisco
KPO	50,000 Watts—680 kc. . . . San Francisco
*WRC	5,000-1,000 Watts—950 kc. Washington
*WMAL	500-250 Watts—630 kc. . . . Washington
KOA	50,000 Watts—830 kc. . . . Denver
WTAM	50,000 Watts—1070 kc. . . . Cleveland
WESTINGHOUSE STATIONS	
WBZ	50,000 Watts—990 kc. . . . Boston
WBZA	1,000 Watts—990 kc. . . . Springfield
KYW	10,000 Watts—1020 kc. . . . Philadelphia
KDKA	50,000 Watts—980 kc. . . . Pittsburgh
WOWO	10,000 Watts—1160 kc. . . . Ft. Wayne
WGL	250 Watts—1370 kc. . . . Ft. Wayne
GENERAL ELECTRIC STATION	
WGY	50,000 Watts—790 kc. . . . Schenectady

The NBC Spot Specialist in New York, Chicago, San Francisco, Boston, Cleveland, Washington, Denver or Hollywood, will give you full information on any or all of these NBC Represented Stations.

*WRC and WMAL will soon be operating with 5,000 watts day and night.



ring is of gold, bears the Cadillac emblem and the words "Cadillac Merit Men," and the year membership was won. A diamond is added for each succeeding year of membership.

The five salesmen who earn the largest number of points are elected president, first vice-president, second vice-president, secretary, and treasurer.

Each year the outstanding salesmen are awarded a four-day trip to some resort or place of interest. One year they went to Miami, another year they took in the New York World's Fair.

Iron Fireman "Iron Men" Honor Club

Iron Fireman Manufacturing Co., Cleveland stoker and heating equipment makers, occasionally run sales contests of two general types, one for dealers and their salesmen, the other for the company's field organization. "Both types," according to C. T. Burg, general sales manager, "were started to honor outstanding men, promote mutual help and good fellowship. Both are based upon exceeding sales quotas."

The "Iron Men" is an honorary society for dealer's salesmen and dealers who have attained a uniform dollar volume quota, set up by the company as a minimum membership requirement. Members of the "Iron Men" receive a "diploma," a set of engraved calling cards and a gold and enamel lapel button. Each man receives a red neck tie, symbol of "Cy" Burg's belief that an optimistic looking red tie is the symbol of success for an Iron Fireman salesman.

Membership in "Super Iron Men" is the highest honor, requiring minimum sales double those for the "Iron Men." While gifts are the same as for "Iron Men," these super salesmen receive a distinctive Iron Fireman watch charm emblem shaped like a Phi Beta Kappa key. The two top producers of the "Super Iron Men" receive special recognition, usually gold Hamilton watches, based upon their records. One is chosen because of highest dollar sales, the other because of units sold. Insignia of both societies are presented at the com-

Iron Fireman (left) rewards its salesmen who attain double their quotas with membership in the "Super Iron Men." The watch charm reproduced is their symbol. They also receive engraved calling cards and a red necktie, whose optimistic appearance denotes success.

This "flip-flop" Hamilton watch (below) went to 75 members of the "White Club," exclusive organization of White Motor Co. They are the 75 leaders in sales for the previous year. The watch folds over in its holder so that it may be worn with either the back or face up. On the back are engraved the owner's initials and "White Club 1940." Club members are treated to a trip to Canada, Bermuda or some other resort ordinarily. This year, however, because the company was introducing a new model (the White Horse light delivery truck), they went to the factory. Besides talks with executives and other business, they enjoyed a day at a country club with sports, a dinner and all the trimmings.



pany's annual convention, where star salesmen meet company executives and are seated at special tables as guests of honor.

To aid salesmen in keeping a perpetual inventory of just where they stand in the contest, the company furnishes a "Personal Sales Record Pass Book and Membership Application." In this book, which closely resembles a bank book, is kept a complete record of each sale, including date, purchaser, factory list price and balances to go for both clubs. Ordinarily this book is mailed in just before year's end. This year's plans include return of the book to headquarters as soon as a salesman qualifies for the "Iron Men." Stories and pictures of new members are run in the house organ to keep up contest interest during the year.

Typical of sales contests conducted for company salesmen, was Iron Fireman's Rose Bowl Contest, held last year from October 15 through December 15. Grand prize was a 15-day trip to the Rose Bowl Game at Pasadena for both the winner and his wife, with all expenses paid. During this contest which hinged on "Go West Young Man," contestants and their wives received at least one direct mail piece a week. Each piece included travel literature supplied by travel bureaus and featuring California's "golden sunshine," Tournament of Roses Parade, the Grand Canyon, Portland, Oregon, and other points to be seen en route by the winners.

To attract further interest, one letter included a cartoon depicting the winners picking oranges and an actual orange. Another, mailed from the company's Oregon office, included a can of smoked Pacific Ocean oysters with an invitation to come West and try these delicacies.

Each contestant was given an individual unit and dollar quota for the contest period. The total of these two quotas divided by two, gave final percentage stand-

ing. To qualify for any prize, salesmen were required to make at least 80% of their required unit-dollar quota. Fourteen prizes in addition to the grand prize totaled over \$1,000 in merchandise selected by winners from the official prize catalog.

Chrysler Corp. "100 Club" Plan

Chrysler Division of Chrysler Corp., Detroit, honors its star salesmen with membership in a Chrysler 100 Club which entitles them to valuable and enjoyable awards.

The title of the club refers to the fact that membership is limited to 100; not to those who sell 100 cars each. Not only is membership thus limited, but the number of memberships in each region is based on the potential sales volume of that region. A few additional memberships are awarded several Chrysler branches. The number of memberships in a region ranges from three to ten. In this way the entire country is represented.

Membership is based on deliveries of new Chrysler cars during the fiscal year beginning July 1. Members are awarded a lapel button and an all-expense trip to some place or places of interest, usually lasting about a week.

In 1940 the trip was made during July. Members met in Washington, D. C., took in the sights there, proceeded to Montreal by special train, saw the sights, took a two-day trip on the St. Lawrence River, visiting Quebec and other places, and returned to New York where they disbanded. Not only were all expenses paid from and to their homes, but each member was allowed \$30 for additional incidentals and could even charge necessary tips to the factory.

In order that no member should be ab-

*It's Not Because They Like
The Way We Comb Our Hair!*



**During the first 8 months of this year,
Pittsburgh retailers placed 37.6% of their
3-paper advertising in the Sun-Telegraph
— a total of 5,113,437* lines — 329,024
lines more than in this period last year
— the greatest gain of any local paper!**

SOMETHING HAS HAPPENED IN PITTSBURGH!

**PITTSBURGH
SUN-TELEGRAPH**

*Total Retail, Including
Department Stores —
Media Records, Inc.,
8 mos. ending August
31, 1940.

REPRESENTED NATIONALLY BY
RODNEY E. BOONE ORGANIZATION

PITTSBURGH • NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • BOSTON • SAN FRANCISCO • LOS ANGELES • BALTIMORE • SEATTLE

sent from his work longer than necessary, members living west and south of a line drawn from Sault Ste. Marie, Chicago, Indianapolis, Chattanooga, Atlanta, and Savannah were furnished air transportation on sleeper planes to Washington. Others traveled by train, with lower berths furnished. Thus no member had to spend more than one day en route.

Broadsides and circulars are published from time to time during the year to announce plans for the "Fun Fest," to maintain interest, and to keep salesmen aware of their standings.

Carstairs' Award for Sales Ideas

When a salesman of Carstairs Bros. Distilling Co., Inc., New York, creates and executes a smart selling idea, he lets the home office know about it. It may win him recognition among the entire sales force—or he may end up with a cash award for, his ingenuity.

For Carstairs has in operation a "Public Acknowledgment Award" plan designed to "foster the exchange of good merchandising ideas, give recognition to the best merchandisers, spot potential leaders and build up the Carstairs esprit de corps." Worked out by Allen Reeder, the company's advertising manager, the plan has been in operation for about eight months and has proved highly successful in obtaining cooperation from all members of the sales force.

Here is how the plan works. When a salesman has a good sales or advertising idea and proves that it works profitably by carrying it out, he receives a framed parchment certificate reading "Carstairs Public Acknowledgment for Distinguished Merchandising Service in the Field" and inscribed with his name in letters large enough to be read across a room. Following is a citation describing the service, in detail; and when the service can be illustrated a small photograph is pasted on the certificate. At the bottom a beribboned gold seal and the signatures of the four company officials who make up the award committee—P. J. Kelly, general sales manager; E. Paul Hamilton, merchandising manager; August B. Hook, eastern division sales manager; and Mr. Reeder—give the parchment the official stamp.

This presentation of a parchment to the winner is just the beginning of the recognition, however. Black and white reproductions of the certificate, complete with the citation and photograph, are sent to all other members of the sales force so that they can keep in touch with what other men are doing and adapt such ideas as are suitable to their own territories. These duplicates also serve to remind the men of the type of ideas the company is anxious to get from them.

Twice each year, the salesmen receive a summary of all of the awards made in the past six months, together with a ballot on which they vote for the ideas they think are best and most practical. The winners, selected by the salesmen themselves and not by company executives, Carstairs points out, receive cash awards for first prize and second prize winning ideas.

Here is an idea sent in early in the year by Salesman Harvey Hester of Miami which was awarded second place in the first balloting of salesmen in June. The citation on Mr. Harvey's parchment read as follows:

"On hearing that the International Four Ball Golf Tournament was to be held at the Biltmore Golf Course at Miami, during the week of March 4, 1940, Mr. Harvey Hester solicited and secured permission



No halftone reproduction can do justice to the swanky sheepskin appearance of the original of this Carstairs citation for a sound sales idea well executed.

from those in authority at the Biltmore Hotel, to erect two signs offering a bottle of Carstairs (Est. 1788) whisky for every eagle made on the 15th and 18th holes of the golf course.

"The signs were made entirely of wood. The letters were cut of wood and glued to the sign itself, and a bottle cut-out of Carstairs (Est. 1788) whisky was glued to the wooden background. The signs were very rich looking and were made by a local display service at Miami on Mr. Hester's order.

"Mr. Hester then nailed these two signs to trees at both the 15th and 18th holes.

"The cost to have the two signs made was only \$15.00, which was the entire and total expense of this very clever advertising idea. At any large tournament there's always a considerable gallery, and Carstairs whisky received at a trifling cost a great deal of excellent advertising among people who can afford Carstairs whisky."

"Awards are given only for performance," Mr. Reeder pointed out. "We do not issue certificates for mere 'suggestions' sent in to the home office. In this way we eliminate the endless stream of useless ideas and duplicate ideas which salesmen might write in just to let the boss know they are thinking about business."

Alemite Military Award Setup

A ring, some cash and a title are the annual awards made by the Alemite division, Stewart-Warner Corp., Chicago, to each individual distributor salesman who qualifies by exceeding his sales quota on motor oil and lubricants by 110% in 11 months elapsed time.

Under the Alemite method of distribution franchised distributors employ sales forces that call on retail outlets. One of the major jobs of Fred R. Cross, manager of Alemite retail sales, and C. W. Grange, Alemite division advertising manager, is to keep these salesmen keenly conscious of Alemite products at all times and enthusiastic about selling them.

The Alemite Brigadiers' Club, each distributor salesman automatically a member,

has been found to be very successful in maintaining enthusiasm the year around. Promotion from one rank to the next is patterned after army practice. All salesmen start as privates at the beginning of the year. They advance in ratings according to the percentage of quota attained with the maximum rank of colonel at the end of three months, six months and nine months.

Ratings are announced monthly in a cleverly edited sheet, newspaper style, filled with stories, pictures and cartoons titled the "Brigadiers' Club News." It keeps the men posted on current advertising, especially in the national field, and any short, timely, current stunts or contests that may be built up.

At the annual Alemite convention the ring, cash and title are awarded to those who have reached the ultimate goal—110% of the sales quota. The ring is a handsome dark stone set in heavy gold; the cash is a bonus of \$50; the title is "Brigadier." For each succeeding year that a salesman attains the qualifying percentage a diamond is set in his ring and, of course, he receives also the bonus and retains the honorary title of Brigadier.

Alemite officials are frank in saying that the Brigadiers' Club is one of the most successful sales stimulating plans they have ever used. They believe that the enthusiasm and effort shown by the majority of the club members are owing to a combination of elements—the spirit of competition as much as the intrinsic rewards. The monthly rankings, in which cartoons play a large part in depicting high and low ratings, undoubtedly are a factor.

* * *

Sample of the type of reporting used in the Brigadiers' Club News to sustain interest in achievement:

MICKEY GRABS LEAD WITH 153! 17 WEATHER MID-SUMMER BLITZ

R. H. Mickey of Charlotte overtook the field to jump into first place at the halfway mark, succeeding G. L. Mackison who is in second place. H. W. Arnowitz, no newcomer to the top flight, is Number 3 man, while Frank Reed, third in the first quarter race has to be content with fifth place. E. M. Vestal, Jr., jumped from tenth place to fourth place, while P. L. O'Brien skyrocketed from twenty-fifth place to sixth place. H. S. Whitcomb, a lowly Captain in the first quarter standings, is Number 11 Colonel; W. A. Scott, rookie, Number 15, and, G. Laing, a Major in April, just tops D. A. Gearhart at the bottom of the list of Colonels.

SOME REAL ADVANCES MADE

In addition to the two new Colonels who jumped from lower ranks, there are some very nice instances of earned promotion in the lower ranks. Boyd of Boston, a slow starter but an old standby, jumped from Corporal to 1st Lieutenant. Moeller of Omaha jumped from Corporal to 2nd Lieutenant, while Barnes of El Paso jumped from Private to Sergeant. There are many instances of jumps to one rank higher.

In case you are interested in what happened to the April Colonels who are no longer in the top group, ex-Colonel Westover of Billings is now a Sergeant; ex-Colonel Sinnott of Chicago is now a Major; ex-Colonel Dailey of Chicago is now a 1st Lieutenant; ex-Colonel Potter of Chicago, a 2nd Lieutenant.

SALES MANAGEMENT



You have to show them...to sell them

Modern selling calls for showmanship. We don't mean brass bands, or a high-kicking chorus — but carefully planned, dramatic sales presentations. "Pep-talks" alone won't create enthusiasm.

Are YOU searching for effective sales presentations for your DEALERS, SALESMEN, or CONSUMERS? Dramatic product presentations, factory meetings, field meetings,

conventions; designed for theatres, hotel ball-rooms or department stores — finished live presentations or forceful motion pictures — constitute our media.

From creative planning and script to the field management of the finished production, we are equipped to serve your every need.

Write to us today. Address Dramaturgy, Inc., Bulkley Building, Cleveland, Ohio.

We are pleased to count this distinguished group among our clients:

American Oil Co.

Cadillac Motor Car Div.

Firestone Tire & Rubber Co.

Ford Motor Co.

Fuller & Smith & Ross Inc.

General Electric Co.

Goodyear Tire & Rubber Co.

Iron Fireman Mfg. Co.

Maxon's Inc.

Westinghouse Electric & Mfg. Co.

White Motor Co.

York Ice Machinery Corp.

DRAMATURGY·INC

BULKLEY BUILDING

CLEVELAND OHIO



American Oil Co.'s play, "Clean Up for More Business," staged by Dramaturgy, Inc., Cleveland, toured the country this Spring painlessly instilling in dealers the gospel that appearance of gasoline stations is important to their success. Dealer Hawkins begins in the first scene with a dirty, sign covered gas station, renovates it—with the help of an Amoco sales book—into a service station while his Dad, the owner, is on a hunting trip, and rings down the curtain with more customers than he ever had before. Surrounding the portable stage on which the show was given were billboards portraying the history of the company, its advertising campaigns, etc. Nearly 30,000 dealers saw the presentation.



Sales Conventions

THE SHUBERTS

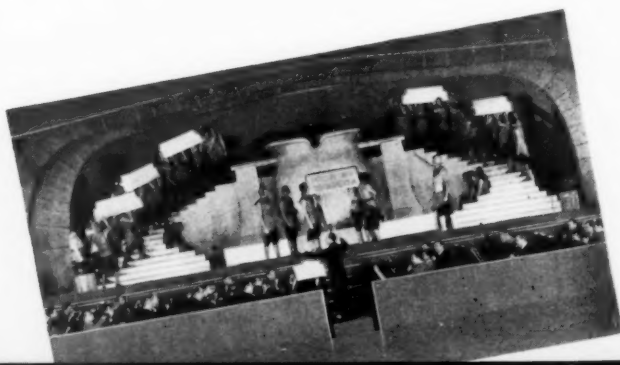
Might Have Staged



"Get Over Into Clover," General Electric's dealer presentation last year, was designed primarily to dramatize the company's products to dealers through field meetings. A home, symbol of the company's market, was used as the proscenium of the stage. After a brief prologue on the steps of the house, the Colonial columns and clapboard sidings rolled back revealing a full-sized stage, on which were presented humorous scenes of the right and wrong ways to sell G-E appliances. The presentation, staged by Dramaturgy, Inc., was put on before nearly 30,000 dealers in 50 cities.



Chevrolet Motors Division of General Motors stages a big show every year when it brings its field force to Detroit to tell them about new models and new sales plans. This year's pageant, staged by Jam Handy Organization, Detroit, employed a full symphony orchestra and a chorus of 100 voices in special settings. Tableaux, lighting effects, responsive readings were all used to dramatize the sales points.



Professional actors put on Sinclair Oil Co.'s "Forward in '40" presentation before nearly 11,000 members of the company's sales force, commission agents and salaried agents this Spring. Afterwards, part of the material was used for a presentation to dealers to acquaint them and their service men with new sales, advertising and service plans. It was an all-day program, including three dramatic skits, the showing of a movie and several slide films and a "Confirmation Please" quiz contest. The Jam Handy Organization staged the show in 30 cities in the Sinclair territory east of the Rockies. In the scene to the right, Willie is explaining to Pap about Sinclairizing the farm. . . . From "Springtime for Willie."



The sleepy service station attendant at the right is P. Worthington Van Blotto, otherwise known as Pete. Falling asleep on his job, Peter dreams he hears the H-C, Ethyl and Pennant pumps talking to him, and he dreams so hard that he actually remembers, as do dealers and service men in the audience, what the pumps say to him: That the three grades of Sinclair are important to him and that each plays a vital part in the company's merchandising. . . . From "A Midsummer Knight's Dream."

Just about the time Sinclair men thought the comedy business was over and settled down to listen to serious talk about the company's advertising and merchandising plans, up pops more fun. A cowboy enters the scene, looking for his lost horse (right, below). Turn of the conversation between speaker and cowboy goes from horse, to hobby horse to hobby which clinches the Sinclair message to its dealers: "Ride a real hobby—getting new business."

Tying up with the "Forward in '40" presentation, Sinclair exhibits were set up in the lobbies and conference rooms of hotels where the shows were presented. This exhibit (below, left), behind the booth where distributors registered, displays Sinclair merchandising aids.



specified number of points: One point for each 1% of quota accomplished; two points for each new account obtained; five points for each first repeat order turned in; five points for each additional material sold to existing repeat customers; and one-half to five points for reports of actual performance of materials in the field, depending upon the degree of excellence of the reports.

In addition, because quota accomplishment is of prime importance to both the salesman's and the company's pocketbook, point bonuses for quota accomplishment were awarded as follows: 50% of quota, ten-point bonus; 75% of quota, 25-point; 90% of quota, 35-point; and 100% of quota, 50-point. For each 1% above 100% a two-point bonus was awarded.

Credits for Barter

Points earned during the contest were translated at the end of the campaign into prize credits, exchangeable for merchandise. There were major prize credits for the men who placed first, second and third in the campaign; special prize credits for the first ten producers in dollar value of sales; special bonuses for men achieving 100% of quota but not qualifying for first, second or third prizes in either of the above; weekly bonuses for men achieving largest gain in quota and certain percentages above quota; team prize credits for the players on the winning team; and a captain's prize credit for the leader of the winning team provided he had sent three letters to the men on his team. All through the campaign team captains were urged to write letters with real sales tips in them to team members; thus the provision in the captain's prize credit award.

As in past Magnus contests, quotas for the Barrel Rolling Campaign were based on sales for the previous five months, or 22 weeks, reduced to a weekly basis and multiplied by nine, the number of weeks in the contest. To that figure 10% was added. In assigning quotas to the men, Magnus announced to each his quota for the entire nine-week period, then broke that figure down into a weekly quota explaining "when you figure a quota out on a weekly basis it gives you a definite goal to shoot at each week. And, if you estimate that each week's total is approximately 11% of the 100% needed, it makes clearer what has been accomplished and what needs to be accomplished."

The sales force was divided into seven teams—Barrel Lifters, Barrel Rollers, Barrel Tossers, Barrel Fillers,

OCTOBER 10, 1940



Equitable Life recognizes **SAFETY IN THE AIR**

Colonel Edgar S. Gorrell, President
Air Transport Association
Chicago, Illinois

My dear Colonel Gorrell:

It has been the privilege of the Equitable Life to make many advances in the business world but none gives me greater satisfaction than our recent recognition of the progress made by the Air Transport Industry.

The Equitable has removed all restrictions in life insurance coverage on fare-paying passengers flying on scheduled airlines within the United States.

In making this announcement, we cannot take credit for being adventurous, because the advance in aviation safeguards has been such as to remove those elements of hazard which might appreciably affect the risk.

Please accept my congratulations to you and all members of the Air Transport Industry on establishing such an efficient and dependable form of transportation.

Faithfully yours,

Thomas I. Parkinson, President
The Equitable Life Assurance
Society of the United States

FOR THE RECORD: In 1926, the first year of scheduled flying in this country, 5,782 brave souls traveled in small, single-engine planes.

In 1940, giant multi-motored airliners will carry more than two and a half million men, women and children well over one billion passenger-miles.

From the beginning, insurance statisticians have continued their slow unbiased recording of the figures upon which premiums are based.

When trip insurance was first issued to the air traveler, he paid a dollar for \$5000 coverage. Today, he pays 25 cents, the same as for a trip by rail.

And now that the Equitable, one of America's most progressive life insurance companies, has announced its new policy, the fact is confirmed that air travel is today a commonplace mode of transportation.

AIR TRANSPORT ASSOCIATION
135 S. La Salle St., Chicago, Illinois

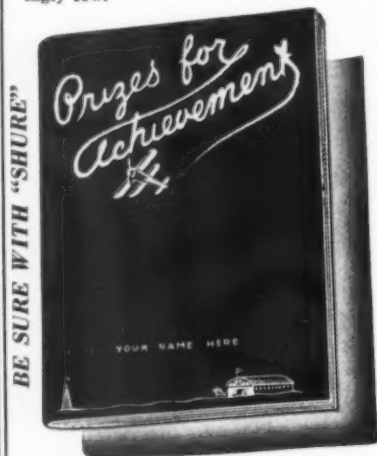
This educational campaign is sponsored jointly by the 17 major Airlines of the United States and Canada, and Manufacturers and Suppliers to the Air Transport Industry.

AIR TRAVEL IS NOT EXPENSIVE . . . in many cases it costs no more than fastest first-class ground transportation when all expenses are considered, many times even less. And flying saves hours, days and even weeks of productive time, depending on the length of the trip.

For Greater Sales Volume

OUR SPECIAL CATALOG

Readily adaptable for getting results thru Salesmen's Award Campaign. Fully illustrated in color featuring standard and newest outstanding Premiums. Full instructions. Ready for use. Cost exceedingly low.



BE SURE WITH "SHURE"

REQUEST FREE COPY

Also ask for our 1170 page General Catalog, teeming with Premiums, Gifts and thousands of items. As "THE WORLD'S LARGEST HOUSE OF ITS KIND" established for over 50 years, it is to your advantage to have us serve you on your Sales Campaign and merchandise requirements.

Complete stocks for immediate shipments.

N. SHURE CO.

200 W. ADAMS ST.

CHICAGO

Superlative Living
Enjoy your visit in sparkling surroundings at Chicago's very newest hotel. Centrally located.
Allan G. Hurst, Manager

**CHICAGO'S HOTEL
KNICKERBOCKER**

SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Price Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.

Talbot Realty Bldg., Dayton, Ohio

Reprints of PICTOGRAPHS In Booklet Form

\$1.00

**SALES MANAGEMENT
READERS' SERVICE DEPT.**

420 Lexington Ave., New York City

Barrel Pushers, Barrel Shovers and Barrel Haulers—competing against each other. Team captains were the seven leaders in the preceding contest sponsored by the company, and teams were selected as follows:

All of the men on the sales force, other than the captains, were listed according to their sales quota figures in dollars. The man with the highest sales quota was then assigned to the first team, the man with the next next highest to the next team, and on through the first seven highest men. Then the team makers worked backwards, assigning the eighth man to the seventh team, the ninth man to the sixth team, the tenth man to the fifth team, and so on weaving back and forth through the teams. By applying this process to the entire list of men, teams were arrived at which were well matched in sales ability and actual dollar sales and in the quotas they were assigned to accomplish.

After the routine business of assigning quotas and selecting teams was over, a constant stream of bulletins, purposely made inexpensive and mimeographed on various colors of paper, went out to team members to whip up enthusiasm and keep it at a high pitch. Usually these were illustrated with line drawings of Magnus salesmen rolling out barrels labeled "cleaner," "soap," "metal working lubricant," etc. The company bulletin "Magnews" also reported special happenings and progress in the contest. And contestants had a theme song, an adaptation of the "Beer Barrel Polka" written by two officers of the company.

Charting Urges Progress

One of the early bulletins reminded the campaigners what contests such as the Barrel Rolling competition did for company sales by charting on a simple graph the results of the four sales contests sponsored by the company the previous year. Each, the graph showed, exceeded the previous contest "nicely," and Magnus men took the gentle hint and made the first 1940 contest "nicely exceed" the last 1939 competition. Another bulletin listed the accomplishments of individuals on the sales force for all four 1939 contests with the explanation that "while past figures do not always have a bearing on future efforts, nevertheless it is possible to look back over a series of four competitions of this sort and set a personal goal for the present event."

The Barrel Rolling Campaign saw the inauguration of the Magnus Sales

Producers Club, "a rather exclusive organization" composed of the men who maintained the ten highest places in the campaign for dollar volume in sales. It also saw the inauguration of the Magnus Assistant Sales Managers Club, for Magnus called in the wives and joined them in an association of "assistant sales managers." Their part in the contest, they were told, was "to start your personal sales force out bright and early each morning in a happy, cheerful frame of mind; to rejoice with him in his successes and lend encouragement during any temporary set-backs; and to collect all contest credit checks and see that they are properly expended where they will do the most good."

Silent Partners Speak

Wives who wrote in applying for membership in the club were awarded 200 honorary prize credits to add to those won by their husbands and were asked to keep up the good work. Regular bulletins designed especially for the assistant sales managers reported on the activities of club members who were asked, among other things, to "get into a huddle with your 'sales force' and check over your customer cards in the towns where perhaps your salesman has not been able to call recently and can't get to before this contest ends. Then send a card with a little note to every customer whom you think might be due to reorder. The cards should be made out for the material he usually orders and the customer's name and address printed on the card."

The wives liked being included in the contest activity. One wrote: "I steal time to peruse Magnus mail and enjoy watching contests as they progress. We will have our shoulder behind those barrels, too." Another applied for membership in the club by writing: "Having been my husband's silent partner for all these months, I think I ought to qualify for assistant sales manager. We get a kick out of contests at our house." From a third came word that she wanted to "put my two cents in for the Magnus wives. I'm 100% for the contests. I get a big kick out of watching where the men stand."

In attempting to create something original from the contest material it had been using, Magnus apparently rolled out a barrel itself on this contest. For it was not by accident that the Barrel Rolling campaign gained more interest and attention than any contest the company has sponsored before or since.

Skelly Breaks 5-Year Record with Rolling Pin Contest for Wives

Here's a novel idea for a competition that can be adapted by almost any firm. It lends itself to dramatic and effective promotion through unusual trick mailings.

BY C. B. COMBS

Skelly Oil Co.
Kansas City, Mo.

WHEN salesmen become calloused to the ordinary type of contest, why not try something that will interest their wives?

Skelly Oil Co., Kansas City, found this idea effective in its Rolling Pin Contest July 1 to September 30. It produced immediate results from the 65 district salesmen who work out of the retail department and call on retail dealers, lessee operators, and company operated stations in five to 25 towns throughout 16 states in the Middle West, and salesmen turned in more new customer contracts than in any similar period for more than five years.

Object of the contest was to inspire salesmen to get prompt action on new dealer prospects; that is, contracts with stations that did not handle the company's products before. Usually salesmen's weekly reports are full of calls made on such prospects, but they have their regular business to handle, and they need a more than ordinary impetus to get them to go after this business in earnest. Besides, in the oil industry, it is difficult to get station operators to change over, even though the contracts, customarily for a year, are worth while as sales objectives.

The Better Half Rules

Once we had the wives interested, however, effective pressure was applied to the salesmen.

Up to August 20, we had about double the usual number of contracts covering changes of dealers to use of Skelly products. While the volume of contracts in the first month, July, was a little slow, owing to the difficulty of selling them, in August contracts began to pour in, and by August 20 the volume was easily 100% more than in the two months preceding July 1. At that point, with the best half of the contest yet to go, it had more than justified itself.

During the contest the salesmen were making their regular calls on station outlets, and gallonage they sold was equal to or better than in the same period a year ago. In other words, there was no decline in regular sales because of the attention salesmen were giving to new business.

The contest, with cash prizes to salesmen and merchandise prizes to wives of winners, was directed entirely to the latter. From the opening letter to the last of the twice-weekly mailings, the campaign was through wives to their husbands.

Response from the first of the twice-weekly letters was terrific, and the pressure on salesmen afterward, judging by the "hollering" they did, accelerated rather than declined.

To the winning salesmen was offered \$500 in cash prizes, divided \$125, \$100, \$75, \$50, and \$25; \$50 and \$25 on sales of oil; and \$50 for the manager of the



Lambert

Many a Skelly wife, looking at the lineup of cash and merchandise prizes, turned on the heat and did a little "sales managing" herself.

winning division. Those were important enough in getting action from salesmen, since every wife, twice a week, was reminded that her husband had a chance for the first prize. However, set up at the same time were three capital prizes for the wives of the winners. The prizes were merchandise, and the company offered a choice in each category. The selection for number one consisted of an occasional chair, a portable electric sewing machine, a de luxe vacuum cleaner, and a 17-jewel wrist watch; for number two, silk bedspread, electric broiler-griddle, fitted wardrobe case, and glider for porch or yard, and for number three, floor lamp, bridge set, Mixmaster, and 26-piece set of Community silverware. The choices were offered because wives of winners might possess some of the items. On the other hand, the offering of choices made the prizes look like 12 rather than three; or, if the wife was thinking of the number one prize, as most of them were, the appearance was of four prizes rather than one. She could win only one, but there was the appeal of four.

While contracts were to be secured in the period July 1 to September 30, scoring of winners was on the basis of gasoline gallonage used during October by the new accounts of each salesman.

The first letter went out on June 27. Among other things, Jess Knowles, sales manager for retail sales, pointed out that the salesman "is eligible to win a share of the \$500 in cash prizes, and you (the wife) are eligible to spend it. . . . I

don't expect you to get out and sign up new dealer contracts. This part of the job belongs to your husband.

"I am sure these cash prizes will appeal to you, because along about November 1 the feminine mind turns toward a Fall or Winter ensemble. . . . You can readily see that this contest is going to be easy for you. All you have to do is tell your husband that you are out to win . . . first place . . . \$125. Tell him you know he has the stuff in him that it takes to win—and that you are right here on the ground floor to see that he does win.

"Remember, every other district manager's wife is going to be in this contest. They will be talking it up the same as you—so don't take this contest too lightly because you've got a real job ahead of you.

"Well, we're off and may the best woman win. . . .

"P.S. I am enclosing two sets of 'ROLLING PIN' Contest rules. One is for you, and the other is for your husband. I would suggest you tack your copy over the stove in the kitchen—they say a woman does her best thinking in the kitchen. . . ." The day after the letter was mailed a rolling pin went out to each wife. It was a life-sized pin and was labeled, "Your Persuader." Practically all the wives either used the pin or tied it up with a ribbon.

By the end of the first week practically every district manager (the title carried by Skelly retail salesmen) had talked with his divisional manager. Burden of their complaint was, though they thought the contest a fine idea, "Why put my wife on me?" They approved the contest, but they wished it hadn't been done this way. The pressure was on at home, and as time went on it increased rather than diminished.

When the Wife Speaks

Ordinarily we do not get much of a response from a contest until after it is under way two or three weeks. The response from this one set in before the end of the first seven days.

We began almost immediately to get replies directly from the women, and this kept up throughout the contest. One wife wrote, "I have seen my husband in daylight only at the breakfast table since this contest started. He informed me this morning that he was working like 'hell' (to quote). I can't swear to that, but I know how he acts."

The contest was an inexpensive one, as contests go. The campaign to wives, aside from the prizes, was based on "ideas." The two mailings each week carried some sort of novelty attachment which made a play on words or ideas. For instance, a small comb was attached to the message, "Is your husband combing his territory for new prospects?" A safety pin accompanied the admonition to "Pin him down to results." One mailing was headed "Food for Thought" and attached was a cook book. This got more comment than any mailing in many a day. Another letter was a mimeographed reproduction of what the number one prize of \$125 would buy.

All attachments were things that appealed to the wife: A "crying towel," so stamped, was stapled to one message, something to cry on if the salesman was getting no new orders.

There are times when it becomes difficult to persuade the salesman to do his necessary job. Since our contest we know that one answer is to reach the person who has, perhaps, the most influence with him and get her to persuade him.

Trane Co. Baseball Contest Scores Homer

A "Baseball Battle Royal" in a slack season was the most successful contest in the history of Trane Co., La Crosse, Wis., maker of heating, cooling and air conditioning equipment.

Conducted for only one month, whereas previous contests have been of two months' duration, the Battlers as a whole scored 140% of their quotas. Some made 200%, two competing groups made 275%. Only two days' advance notice was given.

Each Trane branch office constituted a ball team, and each office sought to win as a team. Players were rewarded as the branch manager saw fit or according to individual effort, just as in major league baseball. Some of the 85 Trane offices are staffed by one man, others have as many as 20. Smaller offices were grouped with larger to compose 60 teams.

These 60 teams were divided into three leagues, "American, National, American Association," of 20 teams with as nearly equal selling ability as possible. Teams played 19 games each among the teams in their own league. Inter-league "exhibition games" were arranged to give teams in the lesser leagues an opportunity to test themselves against the "big boys."

In addition to the competition between the branch offices, there was a keen competitive spirit among home office department heads, too, because each department manager was manager of a team in each of the three leagues.

This spirit of competition also pervaded the company's advertising department which developed and executed the contest. Each day during the competition, one of three "creative experts" of the advertising department wrote news flashes about the progress of the contest, each man trying to outdo the other in witty sayings, novel cartoons, etc.

One game was staged each day during the 20 playing days of the contest. Games lasted from noon of one day until noon the next, and scores were recorded according to the amount, in dollars, of orders entered in the 24-hour period.

The noon-to-noon time period was decided upon to enable the advertising department to compile scores and send them out in the late afternoon mail.

Scores for games were determined by dividing the total amount of orders received for the day by team quotas for the year. This produced a decimal fraction, which was converted into a realistic ball score by moving the decimal point and dropping zeros. For example, a dividend of .0008 would be scored as eight runs. Winners were, of course, determined by comparing scores between each pair of teams competing on each day.

If no orders were received from either team on their scheduled meeting, the game was cancelled and did not affect the league standings as either a win or loss. When one team sent in orders, thereby "scoring," while another entered no orders, the scoring team won—unless the orders were less than \$10.

A system of point awards for sales, games won, and final league standings was devised, points being credited at the contest's end for merchandise prizes selected from a merchandise prize catalog. Each team was credited with one contest point for each \$2.50 sale of Trane equipment,

regardless of whether the game was won or lost. Thus every team made points for every order.

Two hundred points went to the winner of each game. If, for example, a team entered an order for \$1,000 and won that day's game the team won 600 points—200 for the victory and 400 for the order.

As the four major league teams ending in the upper brackets of the real World's Series share in the Series players' pool, so did the four leading teams in each Trane league participate in the payoff. All points won for each \$2.50 sale were doubled for winners of first place. Second place winners had their points increased by 75%. Points were increased by 50% and 25% for teams in third and fourth places.

By virtue of these three point award possibilities—sales, winning games, placing in the top four in leagues—teams (branch offices) were able to garner prizes of considerable value. As a further incentive, all teams attaining 85% of quota had their points (won for each \$2.50 sale) doubled. Quotas were based on the sales for the same month of 1939.

Each week a sheet was inserted in one of the daily contest mailings announcing the percentage of quota standing of every team in each league. The percentages were called "batting averages." Final batting averages found 36 teams eligible for the doubling of their points. Three teams, the league pennant-winners, had their points doubled twice.

From this it might appear that the cost

of the contest was out of proportion. However, after all prize and preparation expenses were computed, the total was 1/2 of 1% of the total volume of sales brought in by contestants.

An assortment of cartoons, letters and novelty mailings went out daily to contestants. Teams neglecting to send in an order for any day were given a goose egg on that day's score sheet. Cartoons gave the goose the raspberry and made a hero out of the gander, who laid no eggs. A "Ganders' Club" was organized at about halfway in the contest, and some 18 teams were eligible for membership.

Baseball bats and balls (from the five-and-ten), cleats for non-skid base running, crackerjack, pop bottles to throw at the umpire, and baseball caps were sent to the players with appropriate jests and challenges.

A major element in the contest's success was the fact that prizes were numerous and easy for all salesmen to get. Every office could compete with every other office on equal terms because scores were based on quotas. Pick-up business (small orders often neglected in the quest for "important money") was remarkably improved because of the necessity to send in an order a day to win games and get in the "Ganders' Club."

Orders received in the last 24-hour period of the contest exceeded the best previous day in company history by 53%. They exceeded the best previous sales month by 3%.



On the Facing Page →

A Simple Self-Help Checkup for Your Salesmen

Harry Simmons, well-known sales counsellor and author of "New Roads to Selling," "How to Get the Order," "How to Make More Sales," and "A Practical Course in Successful Selling," has prepared a series of questions for your salesmen to ask themselves: Questions designed to inspire the men to look critically upon their own sales technique and study it for ways to improve it.

Four-page reprints of the insert which faces this page are available from the SALES MANAGEMENT editorial offices at a cost of 10 cents each in quantities up to 100. For prices on larger quantities write to the Readers Service Bureau. If you would like a sample letter which might be used to accompany the mailing of this folder to your men, that will be furnished without charge.

Address Readers Service Bureau, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.





SELF INVENTORY

In collaboration with the editors of Sales Management magazine, this self-analysis was prepared by Harry Simmons, widely known as a practical sales executive, sales counsellor, and author of books on selling. Says Mr. Simmons:

Here's the way to use it profitably: Consider each question thoughtfully and honestly in your own mind. You have only yourself to answer to; only yourself to blame; and you yourself will be either the

gainer or the loser. Try to figure out the practical, specific application of each question to your daily selling — and don't be bashful about tripping yourself up. No one will criticize you but yourself — and no one can benefit so much as yourself.

If you follow through, and honestly try to correct your attitude and technique based on your replies, you will be on the road to more business, more profit, more income!

Harry Simmons

NEW HORIZONS CREATE NEW SALES!

- 1 Am I looking forward to tomorrow's opportunities, or am I thinking only of yesterday's troubles?
- 2 How about some new roads to Thinking? Have I forgotten about depression conditions and started working in a prosperity spirit?
- 3 Am I doing any reading to stimulate my mind? Do I ever read any trade journals, business magazines, business items in newspapers, new books on sales technique?
- 4 Can I devise a new sales presentation that will sparkle with new optimism and new confidence?
- 5 What position will my product or service occupy in the near future — and how can I grow with it?
- 6 What can I do to broaden my personal horizons and to enlarge my vision of future possibilities in my business?

SMART STRATEGY PAYS BIG DIVIDENDS!

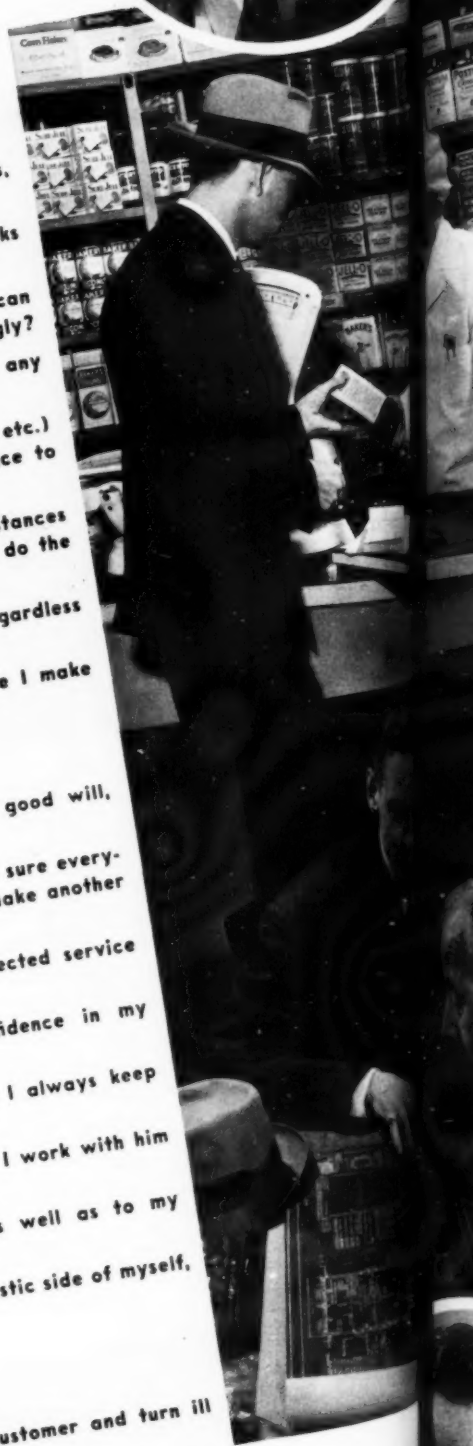
- 1 Do I consciously use good timing in putting across my selling points, or do I just throw in anything at any time?
- 2 What kind of strategy could I develop in selling a prospect who talks of nothing but price competition?
- 3 Do I know every sales angle of my business so thoroughly that I can step in at any point of objection or trouble and carry on convincingly?
- 4 What kind of showmanship do I use in my selling, or do I use any at all?
- 5 What stage props have I available (samples, manuals, portfolios, etc.) and do I use them smoothly, effectively and in proper sequence to support my story?
- 6 Can I adapt my sales presentation to varying sets of circumstances and conditions; and do I keep my mind so flexible that I can do the same thing mentally without falling to pieces?
- 7 Do I tell my full high quality story to every buyer I meet, regardless of his attitude?
- 8 Do I try to do a little building for tomorrow in every sale I make today?

GOOD WILL IS GOOD BUSINESS!

- 1 Do I act like a pleasant, warm-hearted ambassador of good will, or am I just a cold, hard-boiled salesman?
- 2 When I make a sale, do I follow it up after delivery to be sure everything is okay, or do I forget about it until the time to make another sale?
- 3 Do I ever go out of my way to perform some unexpected service for a customer?
- 4 Do I go out of my way to create customer-confidence in my dependability?
- 5 Do my statements and promises mean anything? Do I always keep my word?
- 6 Do I treat my customer only like a customer, or do I work with him like a friend of long standing?
- 7 Do I believe I can be loyal to my customer as well as to my company?
- 8 Am I careful to let my customer see only the optimistic side of myself, or do I use his shoulders to cry on?

TURN COMPLAINTS INTO SALES!

- 1 Can I handle complaints so as to satisfy the customer and turn ill will into good will?
- 2 Do I realize how important it is to make prompt and satisfactory adjustments on all complaints?
- 3 Do I "pass the buck" on complaints because I am afraid to handle them; or do I realize that it is to my advantage to clean them up myself?



SALES MANAGE YOUR JOB FOR PROFIT!

- 1 Am I looking forward to a chance at promotion, or do I expect to be a salesman all my life?
- 2 Do I run around my territory like a chicken with its head cut off; or do I "plan my work and work my plan"?
- 3 Do I handle my dealer or customer organizations like an executive, or am I satisfied just to take orders and let it go at that?
- 4 Do I attempt to learn all I can about the rest of my company's business, or do I just handle my own job and call it square?
- 5 Have I become so big and so important that I cannot learn any more; or do I keep an open mind and soak up every new idea I meet?
- 6 Am I a self-starter, or does my sales manager have to wind up a crank to start me off on every new deal?

CREATIVE SELLING LEADS TO STARDOM!

- 1 Can I create business from scratch, or do I just take orders in reply to inquiries?
- 2 Do I ever go out of my way to pass along new ideas to my customers?
- 3 Have I ever followed the principle of Underselling in my particular kind of salesmanship? Would it make my brand of selling more credible?
- 4 Do I believe that Imagination is an important factor in selling? A dynamic force?
- 5 How can I use Imagination to stimulate more interest in my products?
- 6 Do I keep my eyes open for new ways of creating business?
- 7 Do I realize that new business is the life blood of every company?
- 8 Do I watch out for new markets that might be developing around me?

HELP YOURSELF TO MORE SALES!

- 1 What can I do to smooth down the rough edges of my sales technique and make it a little more artistic?
- 2 Do I hold onto my prospects long enough, or am I likely to get discouraged and drop them too soon?
- 3 How many prospects have I warmed up lately for a competitor to cash in on?
- 4 Do I keep in touch with the new developments in visual selling or do I carelessly pass up the latest ideas in modern sales devices?
- 5 In my daily work, do I plan for any long-range selling on accounts that are worth while building up and that might take time to develop?
- 6 Do I plan for any specific sales objectives with my better accounts, or do I just let them take care of themselves?
- 7 What about coordinating advertising with my sales? Am I smart enough to tie up all the advertising I can with my daily selling?
- 8 What do I do to keep myself in good physical shape, and to gather new inspiration and voltage with which to recharge my mental batteries from time to time?

- ## BEAT COM- PETITION COM- PLEXES!
- 1 Do I spend much of my time worrying about competition, or do I mind my own business?
 - 2 In talking to my customers, do I call attention to my competitors and make my customers conscious of them?
 - 3 Am I so afraid of my competitor that it has given me a fear-complex; or am I so much the stronger salesman that I usually make him afraid of me?
 - 4 What do I do when I run into competition — fold up and drop out, or do I buck up and go into a hard-and-fast selling job?
 - 5 Do I realize that competition keeps me on my toes and forces me to do a more efficient selling job?



SELECTIVE SELLING BUILDS GREATER PROFITS!

- 1 Have I ever thought of Selective Selling as a means of making more profitable sales?
- 2 Haven't I felt at times that certain sizes and types of accounts should be placed in different categories, and handled differently for more profitable results?
- 3 Have I ever attempted to rate any of my accounts on the basis of credit, financial standing, sales ability, merchandising ability, physical equipment, mental capacity, future potentialities?
- 4 What is the amount of my average sale?
- 5 What is the smallest profitable unit of sale I should make?
- 6 How much does it cost me to make a call?
- 7 How many calls can I profitably make on a prospect, in the light of his possible purchasing power?
- 8 Are my calls constructive, or merely "hello" calls?
- 9 What percentage of my volume comes from large customers? From small ones?
- 10 Do I make as many calls on small customers as I do on large ones? Why?
- 11 Do I spend as much time with small customers as with large ones? Why?
- 12 Do I have any way of checking customers' ratings and potentialities?
- 13 Do I call on certain customers because they are profitable or because they are friendly?



PRICE SELLING IS MIS- GUIDED SELLING!

- 1 How often do I use a price argument in my selling?
- 2 Do I really think price is a good sales argument, or do I merely follow the line of least resistance?
- 3 How often do I directly or indirectly agree with a buyer when he starts talking price?
- 4 Do I ever stop to think that price-cutting is just a vicious circle that benefits no one?
- 5 Do I realize that no sale is a good sale unless it is of mutual benefit?
- 6 If I give away all my profit in a price cut, what good does the sale do me?
- 7 Do I really believe that a price cut makes the buyer buy from me; or do I realize that many times it merely starts him shopping around?
- 8 What is my defense-complex when a buyer really starts chiseling?
- 9 Do I believe every buyer who tells me he will give me an order if I can get him a lower price?
- 10 Do I realize that sometimes the buyer is merely trying to start a price-cutting spiral that will result only to his own selfish benefit?
- 11 If I cut prices for every buyer who makes that his principal attack, how am I going to treat the fair, reasonable and equitable buyer?
- 12 Do I break my heart every time I lose an order on account of price cuts, or do I snap back into attack formation and try to build future business on a more solid foundation?
- 13 How often do I make the mistake of comparing prices with my competitor's line?
- 14 Have I ever made the tragic error of initiating a price discussion?



What Seaside Oil Has Learned about Year-Around Sales Contests

With prizes being dished out every month of the year, these salesmen have neither the time nor the inclination to get bored with their jobs. There's always another bonus check within reach.

BY G. B. TUCKER
Advertising Manager, Seaside Oil Co.
Santa Barbara, Cal.

THE late Douglas Fairbanks, urging young people to be athletic, said that they ought never to eat breakfast until they had climbed or run for it.

In other words, make it a contest. That is the spirit of Seaside Oil Co.'s sales force.

Our company is regional, with about 600 service stations in California and Arizona, no company stations. The selling organization consists of salesmen on salary, and distributors on commission. Our men get as good salaries and commissions as anybody in the industry, and they participate in contests that have been running so continuously, that nobody remembers when there were not any contests. We date back to 1898.

Dashes Lead Up to Marathon

We have an annual contest, that runs from year's end to year's end, with scores figured and prizes paid every month.

We usually have at least three short-term contests each year, which might be compared to 100-yard dashes, with the annual contest as the Marathon. In fact "Motor Mileage Marathon" was the title of one of our annual affairs.

From time to time, when selling effort seems to be needed, here or there, we make it a special contest.

Our annual contest runs on the company's whole line, and points can be won on four types of products—combined gasolines, Ethyl gas, combined oils and combined greases.

At the starting line, quotas are set on these four product groups for each salesman, distributor and district, including the district manager, who participates in the prizes as his men make points.

The annual contest has the advantage of keeping salesmen on edge in the basic selling of our products. Short-term contests, that aroused energy for a few weeks, could be valuable stimulants, but if there was nothing to create rivalry in between, each contest would be followed by a let-down. The annual contest prevents that.

However, an annual contest has a handicap. If salesmen had to work a year to win prizes, enthusiasm would sag, and so the contest is patterned on baseball, the monthly awards corresponding to innings.

By awarding and paying the prizes monthly, there is an incentive for the different teams in the sales districts, and for men and managers, to pile up more runs. Also, the monthly scorings give occasion for dinner parties and celebrations, which we find as much a part of live contests as the prizes.

Contests must be dramatized, and we always manage to get showmanship into them somehow. For instance, there was the Seaside goat, that figured as a razz-berry trophy for losers for a time.

What are you going to do with the losers in every contest—throw the lime-light on the winners, and let the losers fade away into a corner, or turn the losers to some account in the next contest?

For the losers we obtained a Catalina Island wild goat, christened him "Stinkie," and had him mounted. This animal was always awarded to the last team. We have six sales districts, and the goat would decorate the manager's office of first one then another district, and be the subject of good natured kidding, and plans for getting rid of it to some other district. Finally, the original goat became so shop-worn on its travels that we had to carry on the idea with a plaque.

For a good example of our short term contests, we can take the one just finished on Seaside Super-Lube, which was a new product, a grease for tractors, farm implements and machinery.

The refinery developed it, and put it in a special package, a can that allows grease to be drawn out into a grease pump, taking all the messiness out of a grease job. Also, it's very economically priced.

We wanted to push it in our rural trade, so the contest was built on new business in tractor agencies, farm and commercial accounts, with no sales to service stations or motor trade.

As a sales aid, we gave a grease gun with a 25-pound can, making this the unit in the contest. No customer could get more than one grease gun, even though he bought more than one can, and, to, rule out the possibility of customers stocking up heavily, not more than five units



"Stinky," the goat, travels with the tail-enders. He is not popular with Seaside salesmen.

sold to one customer could be counted, or more than 25 units sold to a tractor agency.

We wanted to sell this grease to our old accounts, and also use it to get new accounts.

So the first point in scoring was the number of new accounts buying the grease, and the second point was the number of old accounts sold. The actual number of units sold in all ways was the third and last point in scoring. An account was considered "new" even though we had done business with the concern before, provided it had not appeared on our books since the first of the year. The contest ran just two calendar months. Sales did not count unless deliveries were completed before the last day of the contest.

For every contest we issue a mimeographed rule book that leaves nothing open to misunderstanding.

First, the conditions as I have just outlined them, and the quotas that each district had to meet to qualify for the contest. The winning district had to sell 30 units, and the runner-up for first place 20 units, and so on, down to the tail-enders, who had to sell 10 and 5. These quotas are nominal, of course, but there is a line to be toed if the district is to qualify.

Then the prizes were listed, a total of \$150, with a \$30 first prize. Arrangements were made to score the game midway in the contest, and the book of rules included blanks for the first and final scorings, in which the names of individual salesmen were reported, with their standing. Last, the prices on Super-Lube, in different size packages.

Quickies Add Zest

Also, cash prizes were offered for the most interesting story of a sale made during the contest, and for the best photo of a Super-Lube display in a tractor agency, these being used in our "Seaside News," which goes to our trade.

Another quickie contest was an "Improve the Sales Picture" month, to put new dealers on our books, and sell extra products to established dealers.

Each salesman received an announcement of the contest from his district sales manager, and attached was the "picture" of the predicted winner, sealed in an envelope. When opened, it disclosed a mirror.

If a dealer had not purchased from us for six months, he was rated as a new account, and if an established dealer had not stocked one of our products in six months, selling to him counted as an extra sale. This contest covered our full line, and all outlets, and was aimed at improving business in a certain area. Therefore, instead of straight rivalry between sales districts, 12 territories in which we wanted more business were divided into four groups. Each group was made up of three local territories, and the group sales counted in scoring.

Prizes to salesmen were in cash, with merchandise prizes to the winning manager—in this case appropriately enough, a camera.

Still another short contest was built on a new motor oil, which was named in a contest — one of our employes winning \$25 for suggesting "Silverol."

Still another contest brought in the motorist, for it was based on crankcase drains and refills with one of our motor oils we wanted to push. A certificate signed by the motorist was necessary for scoring, and the dealer's sales of Seaside

gasoline during the contest period also counted in making the awards.

Sales districts were scored, and won prizes, and every new account secured was counted in salesmen's scores.

We are sometimes asked if our salesmen do not get tired of contests, and grow stale. That question usually comes from sales executives who have put on a single contest, to make an extraordinary quota, and wound up exhausted, and allergic to contests for the next few years.

We think our contests operate on a different principle—maybe a better principle, certainly better for us.

If our contests were for huge prizes, and conducted only during limited periods, and occasionally, we might find them exhausting. But as they are run for desirable yet moderate prizes, and kept going continuously, our salesmen find them a stimulant with no "morning after."

Our salesmen and district managers earn fixed incomes, their salaries, based on the principle of producing a corresponding volume of sales, and our distributors working on commissions average amounts that can be counted as fairly steady salaries. Of course, unless they earn these incomes, they are replaced by other men.

To men working on that basis, a contest of the types used by Seaside offers a margin for additional income for additional effort, along with the fun of competing, the kidding of losers, and the social affairs, such as dinners, that are always part of our contests.

Our contests make sales organization news, and it is regularly printed in our monthly "District Dividender," for circulation among dealers, distributors, sales people and other employees. In this four-page periodical the progress of the annual contest is recorded, as well as items about short contests, and personal sales achievements.

For Dear Old Alma Mater

Our salesmen think of themselves as members of a sports league, made up of the district sales territories, playing against other districts. You might say that they are playing for "Good Old Siwash," because their district sales managers are closely involved, and upon the showings made by their men, stand to win prizes themselves, or bear a bit of razzing as losers for that particular contest.

In fact, the district manager is looked upon as the coach of a football team, gets into our contest news on the prospects of his team winning, and stands or falls by his victories.

In the annual contest, for our full line of products, the district managers and sales supervisors have the opportunity to win prizes every month. For a while, these victories were trophies, which passed from one office to another, as the battle raged, but now we award merchandise prizes, such as desk pen sets, desk clocks and other desirable things for the office, and give the winner a choice of several articles. To win, the victor's men must attain all four quotas for that month—gasoline, Ethyl, oil and grease.

Whether to give merchandise prizes or pay cash, is an old argument. Each business concern has to decide according to the kind of business, the earnings of salesmen, the amount of money that can be put into prizes.

For us, cash prizes have proved most successful for the men on the selling line, and merchandise for executives where the prizes are in the nature of trophies.

Competitors in our annual contest are now called "dividenders," a name that carries some significance. When a winner gets prizes, he gets dividends earned on an increase in our business—that's one angle to the name.

But to win prizes, he is expected to do something more than just make a sales quota. Dividends do not depend on sales alone. There must be profit on the sales; the customers who are sold should be dependable, to avoid trouble in collections; well-conducted retail outlets reflect credit on us, and increase the reputation of our products and service; trucks and wholesale plants must be operated economically, to avoid losses—all these factors enter into dividenders, and our salesmen are instrumental in operation as well as selling.

Where sales contests are continuous, there must be a good deal of variety. New

ideas are needed for contests, and the rules require changes from time to time.

For example, in our annual contest, for a while, the prizes that could be won by individual district members, depended on the showing made by the district as a whole. The individual might work hard, and make all his own quotas, but his award was cut down because his district failed to do as well.

When that discrepancy was disclosed, we changed the rules, so that if the contestant made all his quotas, but his district failed to make one or more, his prize was merely subject to a discount for that missed quota.

Finally, we have learned that contests must be simple, the rules easily understood as well as fair, and that each contestant clearly sees what he can win for well-planned effort.



The winnah! D. U. Bathrick (center) general s.m. of Pontiac Motor Division, introduces Nat Paterson (left) national winner of Pontiac's Silver Streak Sweepstakes Campaign, to R. H. Grant v.p. in charge of sales of G. M. Corp. Paterson is national president of the Pontiac Salesmen's Guild, the officers of which elect themselves by their sales records.

Dealers Share Cost of Pontiac's "Most Successful" Sales Contest

Sales increased 66% over last year, and the company distributed more prizes than it ever did before during a similar event.

SALES ran 66% ahead of the comparable period of the previous year. The company improved its standing in the industry. The company's dealers who bore a good share of the cost of the promotion eagerly asked for more. The merchandise house that furnished the prizes distributed more than in any other sales contest for the past several years.

Such was the success of the national sales contest promoted by the Pontiac Division of General Motors, in conjunction with Pontiac dealers throughout the country, this Spring.

This contest was promoted by both manufacturer and dealers. In the past, it

has been customary for the manufacturer to accumulate a large quantity of whoopla and cash and to shout, "The contest is open to everybody! We pay the bill! Just get busy and sell some of our goods and we'll reward you with these rich prizes!" And the dealers and salesmen probably succeeded in stifling a yawn as they perused the colorful broadsides and commented, "Same old thing!"

But there was an unusual footnote in all the Pontiac promotional material used in this contest. That footnote read, "Providing your dealer agrees to participate." In participating, each Pontiac dealer signed a formal agreement which provided, among other things, that he should contribute

one-quarter of one cent for each prize point awarded his salesmen and sales managers during the contest. This was less than half the total cost, it is true, but it was sufficient to arouse a very personal interest on the part of the dealers.

Pontiac Pushed Up Incline

Practically all dealers who were qualified to do so participated. The initial contest was for a period of two months. And before it was over, they had agreed to continue it, with only minor changes, for another two months. For by the end of the first period, Pontiac sales were 66% ahead of the corresponding period of the previous year and still going strong. During the same period, Pontiac climbed into fifth place in the industry.

The initial contest was known as the 1940 Pontiac Silver Streak Sweepstakes. In order to participate, dealers were required to sign the agreement already referred to and to enroll their salesmen. Awards were in the form of prize points good for anything in Cappel, MacDonald's merchandise prize catalogue. A point was equivalent to approximately one cent in retail prices of merchandise. The awards were generous, but in order to qualify, each salesman in a town of 25,000 population or less had to earn a minimum of 2,100 points, while each of those in towns and cities of more than 25,000 population had to earn a minimum of 3,000 points.

Awards were based on deliveries made during the period and were at the rate of 600 points for each new Pontiac and 300 points for each used car sold for \$50 or more (no credit was awarded for selling used cars at less than \$50). Thus a salesman had to sell at least four cars during the contest in order to qualify for any award. In addition, bonus points were awarded for selling more than six new cars during the contest; 500 points for six sales, 1,000 points for eight, 1,500 for ten, and 3,000 for 15.

To encourage salesmen to get started promptly, a two-day, all-expense trip to the factory was awarded the leading salesman in each zone at the end of the first month, the trip to be made after the contest was over.

Promotion Considers Wives

Dealers were assigned quotas and winners were given their choice of a handsome desk set bearing a plate suitably inscribed by D. U. Bathrick, general sales manager, or a cowhide wardrobe case.

Nor were the ladies overlooked. Some of the promotional material was addressed to them, and as soon as a salesman qualified by earning the necessary 2,100 or 3,000 points, a vanity case was sent free to his wife.

Promotional material included big, colorful broadsides, folders, and cards in wide variety, all calculated to arouse and maintain interest, together with score sheets, report forms, and even special letterheads and envelopes.

The second period of the contest followed the first without intermission and the rules were much the same. As this was during a more favorable selling period, however, requirements for qualifying were raised to 3,000 points for salesmen in towns of 25,000 population or less and to 3,900 points for those in larger cities. Wives of salesmen who qualified during this "Follow-Thru" period were given a purse-size notebook with gold-filled automatic pencil.

Sales managers who made quotas assigned by their zone offices were awarded 8,000 prize points each, plus an additional 2,000 points if both new and used car objectives were reached. In dealerships having both new and used car sales managers, 8,000 points were given each or either, provided each or either made quota.

At the conclusion of the contest, the 23 leading salesmen—one from each zone—were brought to the factory where they saw how the cars they sell are made, then got down to brass tacks with the brass hats who wanted to know just how a star salesman gets to be a star, then succeeds in holding his place in the sales firmament. Even R. H. Grant, vice-president in charge of all GM sales, participated in this conference.

All said they learned a lot, most of which could be summed up in the time-tried formula, "Work means sales; sales mean work."

It was further agreed, however, that work must be intelligently planned and directed, and each of the salesmen took turns in telling just how he operates. For example, Nat Paterson, of Brooklyn, national winner and president of the Pontiac Salesmen's Guild, pays a boy \$15 a week to do nothing but mimeograph and mail postcards to prospects. Several of the others also have mailing equipment which they operate themselves. All use the telephone, follow up owners and prospects, keep owners satisfied with good service, and keep everlastingly at it.



One of these men is a senior executive in a major corporation.

The other is the man we want. We want him because he is capable of meeting top flight executives on a basis of an understanding of their merchandising problems and sales promotion. He has character and intelligence with practical education, and has a broad background of sales experience.

To this man we offer fine associations with good money making opportunities and an excellent outlet for creative selling ability.

**Address Box No. 751
SALES MANAGEMENT**

420 Lexington Ave.

New York, N. Y.



From start to finish of the contest rip-snorting promotion material reminded the C.I.T. (b)ranch men that they were in midst of a Roundup and they couldn't afford to miss any throw.

C. I. T. Roundup Drive Turns Cowhands into Quota Busters

Contest in wild west tradition, with plenty of colorful promotion, averages 75% increase over quotas for all participating branches.

QUIT the hay, you Buckaroos! Put on your chaps over your britches—tie a wiper 'round yo' neck—and outta the bunkhouse. Collect your mount—fork the hoss with the most pink ginger in 'er of the lot—and let's git goin'."

Thus C.I.T. Corp., New York, Chicago and San Francisco rounded up its branch men and "set 'em goin'" in a Spring contest in which 95% of the participating branches reached or exceeded quota, most of them by very comfortable margins. It

was C.I.T.'s Spring Roundup campaign to increase the purchases of time-payment notes from retail automobile dealers and for two months C.I.T. men rode the range with figurative boots and saddles selling the company's automobile finance service to enough dealers to conclude the contest with a loud "Yip-e-e-e" for the "heap of cattle hog-tied and branded" for C.I.T.

The success of the C.I.T. Roundup is proof, if proof is needed, that it pays to put color into a sales contest. The company feels that the Wild West flavor of

the Roundup was largely responsible for the enthusiasm with which the men entered the competition and for sustaining that enthusiasm to bring the average percentage above quota for all participating branches up to 75%.

It was L. E. Strang and L. Y. McAnney of C.I.T.'s advertising department who thought up the Roundup idea and prepared all of the promotion material for the contest, even to a listing of Standard Roundup grammar forms to be used in all correspondence. Divisional heads of the company became Roundup "headquarters bosses" and the branch men "range foremen" with "peculiar handles riveted onto their right names." Such "peculiar handles" as Sunset O'Brien, Cheyenne Charlie McCarthy, Suddlers Smith and Two-Gun Gates.

With the C.I.T. set-up of 220 branches "from the Florida Keys to Puget Sound and from the St. Lawrence to the Rio Grande," supervised by 16 divisional offices, it was possible to conduct the contest as an intra-divisional competition, branch men of each division competing against other branches in the same division. Thus 16 divisional contests, each with its own cash prizes for producers, went on simultaneously.

Since the sizes of branches in a division differ, C.I.T. offered prizes on both percentage and volume increases, giving the larger branches a better chance to win on volume gains and the smaller branches on percentage increases. Two hundred and fifty dollars in cash was a typical "pay-off for the outfit in the Division what bulldogged and branded the most cattle"; \$125, the second prize, and \$50 the third prize. "Outfits" in the same division showing the biggest percentage gain in their herd by the end of the Roundup received \$150 for first prize, \$75 for second and \$40 for third prize.

Headin' for Big Doin's

The first inkling branch men—who hereinafter will be referred to in C.I.T. Roundup style as (b)ranch men—had that something was in the air was a teaser mailing which revealed nothing about the contest, not even the fact that there was to be a contest! The mailing consisted of a copy of *Wild West Weekly* accompanied by a letter from the publishers, Street & Smith, describing the pitfalls and pleasures of cowpunching. This was followed in short order by a second teaser, this time a toy lariat and a mildly explanatory letter from Roundup headquarters which read, in part:

"Under separate cover you are bein' forwarded a lariat. This don't signify that you're at the end of your rope. To the contrary—big doin's are in the offin' and this hemp line is sent you at this time in order that you can brush up on your proficiency.

"Tie one end of this to your saddle horn, trailin' it behind you as you take a good ride over the range. You got to supple it before you can do any plain or fancy ropin'. And while you are ridin', get an eyeful of the range and learn where the biggest bunches are grazin' . . .

"Start riding, cowboy. You can't afford to miss any throws in this roundup.

"Besides, a top hand never misses."

The third mailing officially announcing the contest set forth the rules:

"Time: From Sunup, March 18th to midnight, May 18th (if there's enough moon to work by that night).

"Top Hands: There'll be two kinds of tops hands you will be needin'. The old top hands with you right along are automobile dealers active during the preceding 90 days.

(Continued on page 120)

Get More
DEALERS, PROSPECTS,
SALES
with this
Proven Sales
Producing Plan!

Here is a complete service and plan to stimulate your salesmen and dealers to greater action and greater sales, yet the cost to you is unusually small.

It's more than a prize plan and better than a cash bonus. Salesmen, dealers and their families are interested. 800 nationally advertised items are available to you at wholesale prices; complete

sales plan and ten individual sales letter outlines to help your salesmen increase their sales are included. Can be used seasonally or throughout the year.

Results have been proven in actual use. Large, handsome, illustrated prize book explains details and shows 800 prizes that everybody wants. It's FREE for the asking. Write for your copy today.

SCOTT-NEWCOMB, INC.
1933 Pine Street
St. Louis, Missouri

How Tremco Men Blueprint Their Selling Jobs for 3 Months Ahead

So "you can't control commission men?" Tremco does so, with great efficiency. The big objective behind their system is to induce the salesmen to make constructive, planned sales calls, not just casual hit-and-run "contacts."

As told to Bruce Crowell

BY RONALD BROWN
*General Sales Manager,
Tremco Mfg. Co.,
Cleveland*

BRUCE CROWELL once wrote in SALES MANAGEMENT that the only call a salesman has a right to enter on his report as a bona fide sales contact is a call which either gets an order, or in some degree advances the salesman in the direction of an order.

We believe that. We know it's easy for a man to drop into a prospect's office with a query "Any orders today, Mister?" and, receiving a negative reply, to be on his way. We don't want a Tremco salesman to "work" that way. We want every call to advance him in the direction of an eventual order.

Purposeful Calls Plotted

For that reason we have a systematic plan whereby every salesman on our staff lays out a call plan for three months ahead. In addition to that, he makes out, every night, a list of the prospects he plans to see the following day, together with notes on what he expects to accomplish on each call.

Many a sales manager believes it is impossible to control rigidly the operations of straight commission salesmen. We have not found it difficult at all. Our men have been shown exactly how a proper system of sales control and detailed work-planning will help them to make more money, and there's never any question about "cooperation." The men work in complete harmony with the home office on routing and reporting and sales planning because it swells the size of their commission checks.

There are three main factors in our sales control system:

1. The master records on each customer and prospect in the home office.

2. The three-months-ahead plan sheet for each salesman.

3. The daily plan sheet, which serves also as a daily report.

The nerve center of our sales control system is a visible card record file in which each customer and prospect has a card. The color of the card indicates buying potential. The card shows the name and address of the account, the type of account (hospital, steamship line, office building, or whatever), names of the buyer and others who influence purchases, and the name of the salesman to whom the account is assigned. It carries a complete history of the account: How much it has brought, what it has bought, how many calls have been made on it, and when; what the salesman talked about on each call. (Reason for the latter is that one of the big objectives of the system is to help salesmen develop small accounts into bigger accounts by getting them to use progressively more products in the Tremco line.)

Reports Aid in Analysis

From these cards a summary is made every six months for every salesman. The assistant sales manager usually goes over the record with him, discusses it in some detail, and leaves it with him for study. Any weaknesses in territory working methods, or prospect-working methods, become readily apparent at these times. If a man hasn't been talking roofing in the Spring and Summer when this product should be most active, his analysis will reveal this weakness, and there are no excuses. If certain potentially good prospects haven't been called on as frequently as they should have been, the lapse shows up plainly in the report.

These records are not in any sense used by the assistant sales managers as "clubs" over the heads of the salesmen, or made occasions for undue censure. They're used as tools which will help both the management and the salesmen to do a better job—to watch for places where work can be improved, to find sources of business which might unwittingly be neglected. In fact, we encourage our men, so far as possible, to regard themselves as business men, as the real sales managers in their own territories. And we encourage them to call for special reports from the home office as frequently as they feel they may need them. For example, it's entirely in order for a salesman to write in to ask for a list of all the accounts in his territory which had once purchased some Tremco product, but which hadn't bought anything thus far this year. Our salesmen realize that it's to their own selfish advantage to watch their accounts with care.

3-Months' Plan Economical

Form A shows one of our salesmen's three-months' plan sheets. On this, four times a year, each man lays out his work for the ensuing 13 weeks. He lists all the towns he expects to visit, with the dates he's planning to be there, and the prospects he expects to see. The towns are arranged in logical geographical order, so that travel is as economical as possible.

These sheets are filed in the main sales office in Cleveland, and each week they are posted from the salesmen's daily reports, to show actual performance against planned performance. At the end of the quarter the sheet is returned to the salesman for study. If, after reviewing the proposed travel program for any salesman under his direction, one of the three assistant sales managers feels that more time should be allotted to certain cities on the route, or other changes should be made to gain better coverage of buyers, he can discuss the schedule with the man in question when he sees him during one of his frequent supervisory field contacts.

Even more useful than the three-months' plan, perhaps, is the "daily plan and statistical record" (See Form B). Note that the form for planning the day's work ahead also embodies a

SALES *facts for* SALES *managers*

◦ ◦ ◦ ◦ A SERVICE to bring you
sales building information
concerning....

YOUR SALESMEN

SALES BY SALESMAN
by PRODUCT CLASSES

YOUR CUSTOMERS

CUSTOMER PURCHASES
by LINE

YOUR PRODUCTS

PRODUCT PROFIT REPORT
SALES AND BUDGET COMPARISON



Any manager who wants a clearer fact-picture of his sales situation by salesman, by location, by product, or any other classifications, can get the reports he needs, when he needs them, through the International Service Bureau.

These bureaus are located in principal cities, and are equipped with electric punched card accounting machines. Manned by trained staffs of operators and supervisors, they will prepare from your

records of orders and shipments the comprehensive reports which you require to build greater sales volume with satisfactory profits.

Distributors of thousands of products sold to consumers and manufacturers, direct or through dealers and jobbers, find the International Business Machines Service Bureau saves them time, money, and effort. Write for illustrated folder or call your nearest International representative today.

INTERNATIONAL BUSINESS MACHINES CORPORATION

World Headquarters Building
590 MADISON AVENUE, NEW YORK, N.Y.



Branch Offices
IN PRINCIPAL CITIES OF THE WORLD

How International Salt Tackled the Problem of Excess Sales Cost

A study of market potentials, a new sales control setup, a program of territory reorganization, and a selective selling plan were teamed up to produce some healthy results for this Pennsylvania firm.

As told to A. R. Hahn

BY JOHN L. RYON

*Vice-President in Charge of Sales,
International Salt Co., Inc.
Scranton, Pa.*

OUR problem boiled down to this: If we could find a way to get our salesmen to spend more of their time in the presence of *the right prospects*, and less of their time behind the wheel of the car, or "sitting on china eggs," we could reduce the ratio of sales expense to total sales volume by a substantial margin, and thus increase our percentage of profit.

We set out to find a way to do that. The result was the establishment of a complete system of rigid sales control which has definitely lowered our sales costs, and therefore increased our profit margin.

Pass the Salt, It's Needed

For years the business of International Salt Co. was concentrated largely in the industrial market. Salt goes into almost every industrial process. It's a factor in leather finishing, in textiles, in furniture, in paint and varnish, meat packing, chemicals, to name but a few. But too much of our business was coming from too limited a classification of prospects—too much for safety. In fact, the greater portion of our profit in 1924 was being derived from the ice cream industry. Then came mechanical refrigeration, and three-quarters of that market was wiped out almost overnight.

The need for greater diversification in markets was urgent. For one thing, we wanted to get well established in the package salt business: Not a big volume business, but a profitable type of business, and one we could count on to be a stabilizing influence in periods of economic stress. Naturally if we were to work this market, we would have to do an increasing amount of spade work among grocery

jobbers, chains, super markets, and independents. All of this had a definite bearing on the new sales control plan we were seeking to develop.

When, during the late '20's, our sales expense began to increase out of all reasonable proportion to volume and profit, we began to ask ourselves some questions. Why does it cost 13% to sell in one territory, and as much as 27% to sell in another? Where are the best markets—actual and potential—and if the greater proportion of our sales effort is not being concentrated in those markets, should we not alter our field routine so that it will be? Territory by territory, how does the business we are now getting stack up against the total potential salt business in each area? Are we working some territories where the sales expense is entirely unjustified in terms of the total potential business that might, even five years from now, be available in that region?

Maps DO Evolve

Our sales territories, as we were operating them ten years ago, were a product of evolution. They were set up mostly by geographical boundaries and there wasn't much distribution logic behind them. We decided to reorganize them according to the plan developed by Hearst Magazines, Inc., called "The Trading Area System of Sales Control."

This study, now well known and used by many other manufacturers having national or semi-national distribution, divides the country into 626 consumer trading areas.

This analysis of the U. S. market pictures a uniform national (or semi-national, in our case—we sell as far west as the Mississippi River) distribution on a relative potential basis.

The sponsors of the study point out that, many times, it is not "how much can we sell?" but rather the "proper share" which should come from each consumer trading area. Obviously, quota makers should not be too interested in coincidences between par and performance, but look for the holes where performance is not up to par and apply the remedy. It is to these markets that effective selling efforts should be energetically directed.

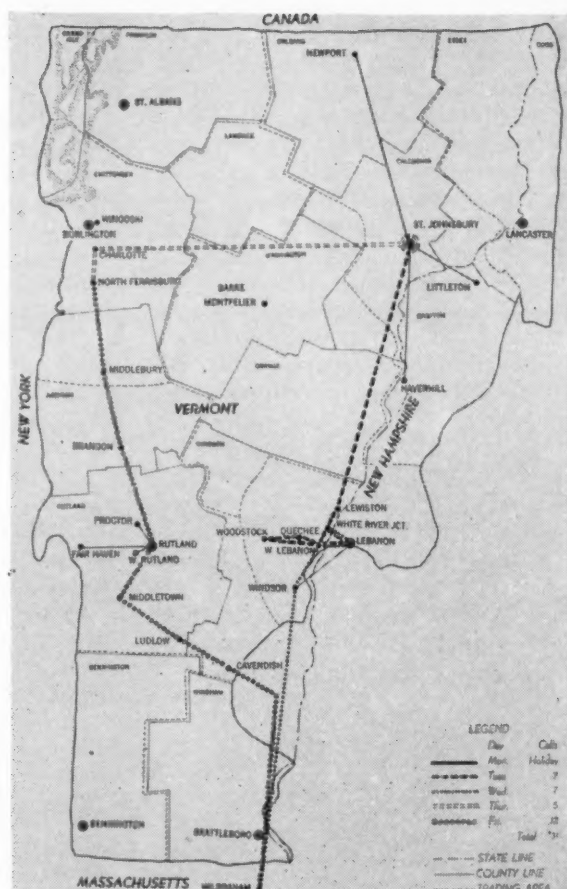
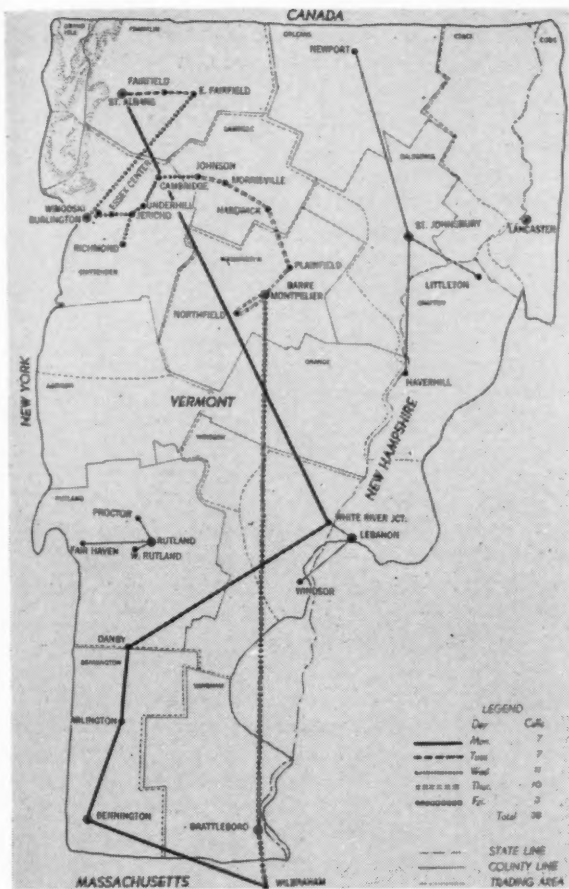
Each trading area is analyzed according to 22 factors divided into four groups—People and Homes, Standards of Living, Buying Power, and Distributive Outlets—and a buying power index is developed for each area which shows the ratio volume in that area should bear to the national total. This study proved to be almost ideal for our purposes. Only one classification of supplementary data had to be added.

The buying power index was accurate as applied to domestic consumers. Yet a small town or city, consuming relatively little table salt, might be the site of an industrial plant consuming thousands of tons of salt annually. Therefore, in order to estimate the total potential for each area, we had to develop estimates of our own on industrial salt consumption in each territory. Most of this was done through our senior salesmen, who call on big buyers in both the industrial and retail markets. Combined with the buying power index, these figures gave us a picture of the total potential market.

Potentialities in Groupings

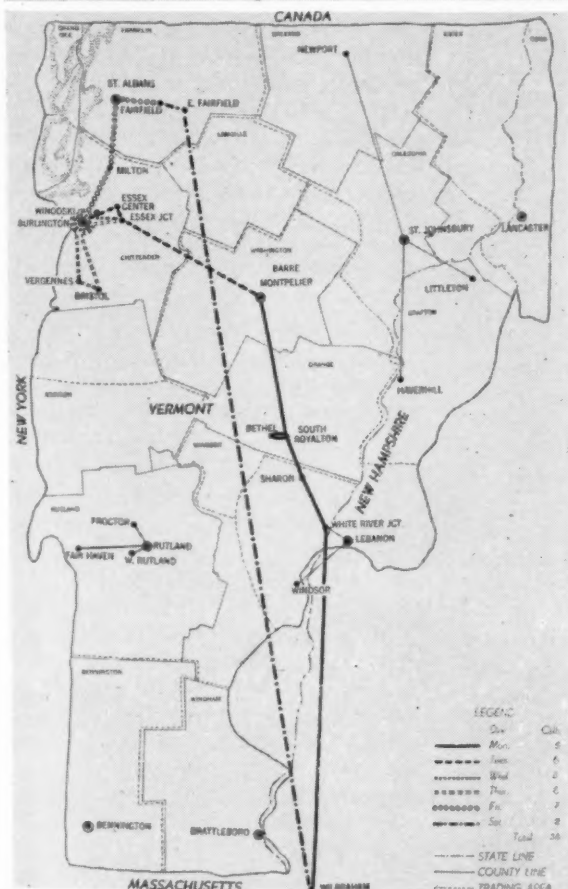
We now had a "par" to shoot at. We had a logical basis for quota-making. We needed further, an accurate breakdown of our prospects by type (chain, supermarket, industrial, jobber—or whatever) plus a selective classification according to their importance, and a proper grouping of the trading areas into territories which salesmen could work with minimum sales expense.

Naturally this was a slow process, and it involved a great deal of discussion between the home office, the district managers, and the salesmen themselves. Eventually it resulted in a layout of 57 territories under nine district managers.



A ←

B →



← C

D →



Maps A, B, and C show one salesman's meanderings during three consecutive weeks before International Salt Co. reorganized its territories and routing methods. Average number of calls for the three weeks under his own "system": 34. Then the man was moved from Wilbraham, Mass., to Burlington, Vt., five new daily routes laid out as shown. Number of calls per week now: 59. Savings in sales expense per dollar of volume: 18%.

With preference given to "A" accounts—the biggest ones in potential which use thousands of tons of salt annually—and the remainder graded selectively according to importance, daily routes were laid out for each territory which combined logical frequency of coverage with greatest economy of field operation. The biggest industrials are called on once a month; other prospects might be slated for anything between two and six calls a year. We eliminated thousands of miles of back-tracking; cut out "skip stop" long trips which often entailed week-end hotel bills; lopped off sections of country where the total potential wasn't worth cost of coverage.

Quest for Fruitful Lands

The factors* which entered into the final territory layouts were these:

- a. Topographical conditions in the territory
- b. Previous sales volume in the area
- c. Number of customers in the area
- d. Market potential in the area
- e. Volume needed to be profitable to the company
- f. Area a man could work and live at home
- g. Area a man could work out of headquarters and still be at home over week-ends.

So far as territory working methods were concerned, we based our planning on two simple premises: A man should live in or very near to the best market in his territory, and his first call on every trip should be near his starting point, his last call near the point where he is to pass the night. Simple, indeed. But these principles are being violated by many firms with a resulting unnecessarily heavy sales expense.

The logic of our reorganization of territories can best be demonstrated by example. (See maps, page 113.) The state of Vermont was being worked by a salesman who lived in Wilbraham, Mass. Maps A, B, and C show his territory coverage for three consecutive weeks in 1935. In one of these weeks he made 38 calls; in the second, 31 calls, and in the third, 34 calls.

* In this part of our work frequent reference was made to certain studies on territory reorganization published by SALES MANAGEMENT, especially those entitled, "Are Out-Moded Territories Robbing You of More Profits?" June 15 and July 1, 1935.

Under the new territory layout (Map D), the salesman's headquarters were moved to Burlington. Five call routes were set up, one for each day in the week. Now this man makes 58 calls in a week—almost double the number under the old plan. His sales expense per dollar of volume was reduced 18%, and in three months after he started working under this system, this man qualified for a bonus. Between this set-up and the revision of the neighboring New Hampshire territory, we saved 1,200 miles of travel a month. The New Hampshire man had actually been spending 35% of his time in his car!

Most of the states in the deep South call for an immense amount of driving, with long stays away from headquarters and consequent high hotel expense. A careful study of certain of these territories convinced us that a considerable saving could be made, not in mileage, but in hotel expense, if proper routing were used—chiefly through eliminating Saturday and Sunday hotel bills.

Week (Weak) Ends Costly

Some of our best men were running up their expenses with charges of this kind and were making the picture in their territories unsatisfactory despite the excellence of their sales work. We did intensive map work and analysis of expense reports over a period of a year, and in such states as Mississippi, Alabama, and Texas, we found that by shifting men here and there and by more orderly routing, our savings on these Saturday and Sunday charges ran all the way from complete elimination to 50% of the total. Our planning was based on the idea that routes for a week or two weeks' work, if humanly possible, should be predicated on a Monday morning start, and a Friday night return to headquarters.

One of the useful products of the territory analysis was the better understanding it gave the management of the relative worth of the salesmen. We soon learned that the men who were turning in the largest dollar volume of orders were not necessarily the most valuable to the company. In some cases these men, by virtue of assignment to especially good territories, were handling a substantial tonnage of business, but were getting far less than a reasonable percentage of the total potential. They were skimming the cream. In other cases men who were turning in only fair volume were getting a remarkably high percentage of the total business available and

were making a good showing on pushing the more profitable items, and on holding down the cost of working the territory.

A "ceiling" for earnings was therefore established in some of our territories, especially those in or near the marginal limit. In other words, some territories simply were so poor in potential that, even for a salesman who could do an exceptionally good job, we could never afford to pay over, let us say, \$200 a month in salary. The men who operated in such territories were told that when they had demonstrated their ability to work efficiently, they would be promoted by transfer to another region where potentialities were greater and where, therefore, there was an opportunity to work into a higher salary bracket. This policy has enabled us to keep the lean territories from eating up the profits on the fat territories, because we do not allow the sales expense for working marginal areas ever to get out of hand.

We have three classes of salesmen in the field. The senior salesmen call on chains, super markets, and industrials. These men qualify for a profit-sharing bonus. Junior salesmen work with seniors in some cases (where the territory will support them), and they call on accounts which are less important from a volume standpoint. For example, they make up pool cars among groups of jobbers who buy in less than carload lots. The third class is missionary salesmen, who call on the retail trade exclusively.

Selected Selling Adopted

The application of the selective selling principle to our retail division worked out especially well. Because 80% of the business is done by 20% of the total outlets, a vast saving can be achieved by directing the work of the missionary men into the channels where the greater proportion of the business is to be had. Retail outlets are card indexed with colors used to distinguish between chain stores and independents, with symbols to identify each store as to type—whether self-service or service. How much each store buys, and how often, is tabulated. "A" stores are naturally called on more frequently than "B" stores. We've almost eliminated personal calls on "C" and "D" outlets, which are, for the most part, unprofitable to handle. Many of them are so-called "parlor" groceries; turnover is high among them; future potential is almost nil.

Incentive to do the best possible job

SALES MANAGEMENT

in his territory is provided each senior salesman through a profit-sharing bonus plan. This operates on a point system. The various types of salt we sell are grouped in eight classifications, depending upon the amount of profit their sale returns to the company. A salesman is credited with so many points per ton of volume in each classification, with the greatest credit applied against Sterling table salt, because of its relatively high rate of profit. The total at the end of each quarter is compared with the man's quota translated into points.

On the bonus analysis sheet also appears a statement of each man's expense budget for the period, and a record of his *actual* expense. His bonus is based on two factors: The extent to which he exceeds his quota in points, and the extent to which he hews to the line of budgeted expense or achieves an actual saving over budgeted expense. Part of the total bonus earned is paid each quarter, with a small percentage withheld until the end of the year to cover all adjustments.

The Control Setup

This system has the effect of putting each man into business for himself. He profits in direct proportion to the character of the job he does in his territory. A premium is placed on good all-around territory management. He gets credit for doing a good job of selling the full line, and for pushing long-profit items. He also gets credit for economical management of his selling expense.

Salesmen report every day to the district manager, and file expense accounts once a week. All sales control records—the visible record analysis of accounts and current sales and call records for each prospect—are maintained in the district offices. For each established route in his territory, every salesman has a 4 x 7-in. looseleaf book which contains a sheet for every prospect, with spaces for recording sales, amount of current stock, and a report on counter, window, and floor display of Sterling salt.

Over and above all the detail covered here, is the sales quota for the year, and the year's sales expense budget, both of which are pro-rated territory by territory. Naturally territories which are relatively well developed from the standpoint of per cent of the total potential being obtained, are not assigned as high a percentage of increase for a given year as territories where the spread between actual sales and potential is broader.

The actual market facts plus the best judgment of the management must be applied to set each territory quota fairly.

For a running control at the home office a week-by-week recap sheet is maintained which shows sales, sales against quota, actual expense against allocated expense, and related data.

We began putting this system of sales control into effect in 1937 and 1938. Experimentation is still going on, and more or less constant change and check-up are necessary. Potentials change, and men change. Our share of the available business changes. The minute we detect warning signals of any kind, our figures are reviewed and analyzed.

The benefits of operations along these lines have been many. We have been able to expand our markets and do a better selling job at no increase

in sales costs, and to maintain a rate of profit through tough years that compares favorably with the rate we earned during some of our best years. We are getting a better class of business by virtue of concentration upon the cream of the market. We have a specific picture of the market, and we know how strong we are in certain territories, and how weak in others, with respect to that picture. Money we once spent by wasteful territory working methods is now either going directly into net profit, or it is being spent to develop business which is available now, or will be available later, at a reasonable distribution cost. And we are definitely getting a better grade of salesman, and hence a better job of merchandising in the field with individual customers and prospects, thus building up good will and prestige.

HEY MISTER!... I can put 69,574 buyers at your finger tips—Overnight!



You can reach leading buyers throughout the nation—the nearest in a few hours, the farthest practically overnight—by 3-mile-a-minute AIR EXPRESS. Fly your samples and rush deliveries to national and international markets. Just Phone RAILWAY EXPRESS—AIR EXPRESS Division.



HOTEL Lennox ST. LOUIS
MEMO

*Tell the Boss to stay at the
Hotel Lennox in Saint Louis,
Perfect service—grand food—down town
—nearby parking—private bath—
radio reception.*



Bob Adams, of Don Lee, Inc., lays out a week's work. Note that the salesmen are all mature and seasoned men—considered most valuable in contacting prospects for cars which cost from \$1,700 up. Both sales manager and crew glean ideas from *SALES MANAGEMENT*, which often appears at sales meetings.

A Crackerjack Control Setup for Reaching the Luxury Market

You don't find prospects for Cadillac and LaSalle automobiles hanging around on street corners—and when you do find them, a very special technique is needed for leading them to the dotted line.

BY R. W. ADAMS
Northern California General Sales Manager
Wholesale & Retail,
Don Lee, Inc.
Cadillac & LaSalle Automobiles,
San Francisco

IN selling high-priced automobiles in the market of \$1,700 and up, there are two essentials. To know your trade, and to know how to approach your trade.

It appears to be a tradition with automobile salesmen to sell on personality alone—their own personality. As a matter of fact what is important in selling in the bracket we are considering is the personality of the prospect, and everything surrounding his habits and circumstances that might influence him in making a major purchase.

You might take the formula used by the newspaper man in covering an assignment: Who? What? When? Where? How? change the sequence slightly and ask of the prospect for a high-priced car: Who is he? Where is he? What makes him a prospect? How should he be approached?

To answer these questions for ourselves, during the past ten years we have been perfecting a system that does not by any means eliminate the

good factors in personality selling, but makes the personality influence more effective by reinforcing it with a set-up of prospect finding, prospect handling and prospect follow-up that is mechanical in its basic technique, but highly personalized in its effects—and it works. Our results show it. From our sales personnel of 12 men, five are recognized as top men in the United States. They attribute their success to the prospect producing system.

The point I emphasize in talking to our salesmen is the need for securing complete knowledge of the trade, and it is around this that the fundamentals of our program are built. Just knowing who people are will not suffice. "Know your trade" means knowing everything possible about each prospect.

First, it might be well to trace briefly the evolution of our Contact Control Plan, then to tell what we aim at in its use, and lastly to describe the technical details of its operation.

Up to 1929, when our present system was started, we obtained our prospects in a rather hit-and-miss fashion. We bought every kind of list that was ever drawn up. We had lists of executives, professional men, heirs to estates, prominent real estate owners and security holders. We used to call this our Productive File. When the crash came in 1929 the financial casualties were so great that the list became useless overnight. We didn't learn this for a considerable time, but after a check was made, we learned that 75% of our prospects ceased buying or postponed the purchase of a car to some future date.

Higher Incomes Pursued

A meeting was held and the consensus was that we had to look in other channels for prospects, and do it quickly. Furthermore, we had to have some basis on which to call a name a prospect. We chose real estate ownership. We believed that holders of real estate were least affected by the fluctuations of economic conditions. Of course, one should bear in mind that a prospective buyer of a Cadillac or a LaSalle should have an income of at least \$10,000 to \$12,000 a year. We selected and segregated those people who appeared to be in our price classification, and we went to work, tracing down the names.

We immediately began to gather information about individuals that we didn't have before. We learned of channels in which people of means spent their money that we were not acquainted with previously. This information was recorded and the accumulation of our activity on this crude campaign is the basis of our Productive File of today.

This information changes periodically. Business activity and economic conditions fluctuate, individuals' income and wealth automatically change, therefore it has to be watched closely. The information is provided by public records, easily obtainable. For instance, local records of real estate transactions can be obtained for a very nominal charge per year. City and county automobile registrations can be obtained for a small sum, and this service is mailed to us daily. Legal notices regarding failures, divorces, deaths, and so on, are obtainable from daily newspaper columns. Building permits are recorded also in daily newspapers. They also provide the names of widows, who are a great source of business in our price class. There are so many periodicals carrying the information we consider essential that our clerks are kept busy recording

it. This compiled information becomes a bureau of substantial credit rating.

We have added to our lists the original purchasers of all competitive automobiles, original meaning first buyers, and recorded the month in which they purchase. These names are distributed daily to the salesmen. The salesmen anticipate the month in which an owner has purchased his last new car by 30 days, and strange as it may seem, there are many influences that govern the purchase in that particular month. We find it extremely advantageous to call on them at that time.

For instance, distribution of bonuses to people who receive them in the month of January; seasonal purchasers who wish to buy at the start of a season, affording them pride in ownership of new models; some prefer to buy at the end of new models, termed clean-up time, taking advantage of inducements to purchase at that time. Out of all the names, the months of purchase are so equally divided that it affords a rounded 12 months' activity.

Inside Information Helps

We have also sold many a car as a result of "third party influence," the third party being a business associate, fellow club member or a personal friend.

If you know what a man buys, and when he buys, you can designate a salesman to make a call during that period; and if you also know why he spends from \$1,500 to \$2,000 at that time of year, you are a long way toward making your sale. It was in this way that we started making a personalized chart, a case history, for every potential buyer in our price classification.

To minimize lost effort in traveling distances from one side of the territory or city to the other, we have divided the city into sectors. We have a city map on which these divisions are marked, and from which the staff works in making the necessary records. Each of these territories within the city is treated exactly as though it were an individual productive unit, or a small city. There are 10 in San Francisco. Each sector is assigned to a salesman, and he in turn is responsible for the sales in that particular sector, of his own and competitive makes. If someone's sector is losing ground, extra help is provided in direct solicitation. Often we find influences beyond our control in that particular sector, such as a branch

More Business from Sales Facts THAT ARE NOW IN YOUR OFFICE

I. ABOUT CUSTOMERS AND PROSPECTS

1. How many undeveloped prospects for your products are there in a certain territory?
2. What customers are buying only a part of their requirements from you?
3. What customers have stopped buying and when?
4. What customers are not receiving sufficient sales attention?
5. What customers are dropping below or not keeping up to reasonable quota?
6. What customers are important because of class buying and paying habits?

II. ABOUT PRODUCTS

1. What products are not receiving adequate sales promotion attention?

2. What products are losing out against competition?
3. What products can be promoted with profit?

III. ABOUT SALESMEN

1. What salesmen are falling below quota?
2. What salesmen are neglecting profitable lines or certain lines?
3. What salesmen are neglecting to make sufficient calls?
4. What salesmen are not profitable?
5. What salesmen are getting new accounts?

IV. ABOUT TERRITORIES

1. What territories can stand further development?
2. What territories are not profitable?



FACTS presented in usable form by Postindex are the basis upon which profitable sales may be built. Their use increases sales to individual accounts; indicates when it is necessary to supervise salesmen's work more closely; suggests ways of bringing salesmen up to quota; supplies information for sales bulletins and letters to salesmen; makes it possible to give salesmen definite call assignments; strengthens hold on accounts that may be going over to competitors; shows which accounts will stand further development; tells what territories are favorable; sounds a warning

when sales expense gets out of hand; in fact, afford complete control by territories, accounts, salesmen, departments, items, seasons, calls and expenses.

The Postindex System is easy to install, operate and maintain. There is plenty of room for a three-year record of calls, follow-ups, sales and other strategic data.

See for yourself how easy it is to have Sales Facts at your fingertips the Postindex way. Send for free sample forms today. Write Postindex Division, Art Metal Construction Company, Jamestown, N. Y.

Postindex **VISIBLE FILES**
The easiest system to install, operate, and maintain

service station creating customer control for the purchase of a competitive make. We try to overcome this handicap by additional sales effort.

Because salesmen have their prospects, demonstrations, and customers all in a small area, a great deal of traveling time that would otherwise be consumed in jumping from one section of the city to another is saved. It makes for concentration of effort and enables the salesman to know his trade thoroughly, just as he would if he sold in a small town of 30,000 or 40,000 persons.

We wish to know everything about every new prospect that could possibly have a bearing on his purchase.

I have outlined how we determined his qualifications as a prospect. In order to sell him we want to know a great deal more about him. What are his habits? Tastes? And hobbies? To what clubs does he belong? This tells us whether he likes to be known for his interests in art or athletics. It often determines the body type he buys.

Familiarity Breeds Sales

When we began our Contact Control Plan we recorded all such information. It is now no longer necessary to record much of this information because our men are thoroughly familiar with the trade. We have 12 men in the retail field. The youngest in point of service has been with us five years; the oldest, 24 years; with ten, 13, 14 and 20 year service records in between.

In the experimental years of our plan, I held sales meetings for the San Francisco men to school them in knowledge of the trade. On the wall was a sector map, and on my desk several photographs. I would pull out a photograph, hold it up, and inquire of the salesmen the name of the man. Possibly it was Judge Golden Millions. Next question was: What do you know about him? The men soon caught the idea and learned to dig up and bring in the kind of background information that made it possible to approach the Judge with a proposition that was met with minimum resistance, to present it to him at the most propitious time, and to talk to him in his own language.

You can't be superficial in studying your prospects. Sometimes intimate

sidelights will help to swing a sale. You may assume because the Judge is Jewish that it is tactful to send a salesman of the same nationality. Actually, this may turn out to be a mistake. The two of them would be at loggerheads immediately, whereas if you sent your Irish boy to call on this particular man, everything would go swimmingly.

Found: Lost Sales

It is most important to watch lost sales and inquire into the reason for such losses. We keep close tab on this information, and also check sales constantly in each one of our sectors against the local average and against the national average. For my own information I keep a monthly statement of how we stand in this respect. The monthly statement shows the Retail Price Class Performance for the month and year to date, salesmen's activities during that month, together with the results from sales, and the lost sales in our price group. Each one of these lost sales is analyzed carefully. We keep a record of every competitive make of car bought in our territory, with break-down of percentages, and we check our own performance against these records. When the reason or reasons behind a lost sale are uncovered, they may indicate a different attack must be used, or the necessity of a change in personnel.

For the mechanical basis of our Contact Control Plan we have originated and designed a number of files and forms. When a salesman files a name he fills out a New Prospect Card. In addition to the name, address, (business and residence), telephones, etc., there is space for information on the clubs the prospect belongs to, in what firms he may be a director; where it is best to see him and when; his hobbies; financial data; information on family and friends; reasons why he is a prospect for a car; basis on which a sale depends; main negative to be overcome; appraisal data; and follow-up memorandum.

The main key to the filing system is an alphabetical index of the names of prospects and owners in the Master File, as well as the names of potential buyers in the Market File. The Master File contains the names of all active prospects and Cadillac-LaSalle owners. On these cards is recorded

all the information given by the salesmen. This also constitutes a limited protective system for the salesman, providing his activity is constant.

Supplementing the Master File is the Date File, containing smaller replicas of the Master Cards, which are set up under the date the salesman wishes to call on his prospect. The Market File, or names of potential buyers, is divided into ten sectors. Each sector is divided into competitive makes of automobiles in the Cadillac and LaSalle price class. As the names become active they are transferred to the Master File by the salesman responsible and followed up as live prospects.

Each day the salesmen receive Work Sheets in which are typed the names on the date cards for that particular date, insuring complete coverage of salesmen's prospects and owners each month. His report is then transferred to the Master Cards for permanent record of his activity.

Our plan requires, first: Careful selection of prospects to insure effort being expended only on those who are potential buyers in our price classification; complete knowledge of that trade so that solicitation may be as effective as possible; and, a system of records that makes it simple and practically mechanical to keep in touch with each prospect at every point from the first contact on through to the final sale; and the follow-up that will keep him as a customer.

Finesse Follows Service

This type of program requires high-grade men. All 12 men in our retail division are thoroughly experienced, seasoned and mature. In the high-price classification, it is not so much the sale you make as the sale you lose that is important. You must do everything possible to guard against lost sales once you start working on a prospect. We choose the kind of man we can rely on, give him responsibility, and depend on him to justify our confidence. The length of service of all our men speaks for itself. Their sales records tell the remainder of the story. We are proud that five of our men were among the nation's top grouping of the 50 highest men in Cadillac and LaSalle sales. We are also proud that San Francisco ranks second to New York in the high-price classification on Cadillacs, third on LaSalle.

Our system is no secret, but the will of our men to make it work is the secret of its success.



GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS



MAIL TO ADVERTISING DEPT., CADILLAC MOTOR CAR DIVISION - DO NOT USE THIS STRIP FOR LASALLE PROSPECTS
PLEASE ADD THE FOLLOWING NAME TO OUR CADILLAC V-8 ☐ OR V-16 ☐ FACTORY DIRECT MAIL LIST.

PROSPECT'S NAME _____
ADDRESS _____
CITY AND STATE _____

FIRM NAME _____
CITY AND STATE _____

HOUSE RECORD CARD

INTERESTED IN _____ PROSPECT SOURCE _____ CONTACTING SALESMAN _____

CARS OWNED

YEAR	MAKE	SERIES	BODY STYLE

LITERATURE MAILED

DATE	PIECE

DIRECT MAIL LIST

DATE ADDED	DATE REMOVED

RESIDENCE ADDRESS _____
RESIDENCE PHONE _____ BUSINESS PHONE _____

CONTACT RESULTS

DATE	SALESMAN	CAR DEMONSTRATED	APPRAISAL CAR	AMOUNT	DATE NEXT FOLLOW-UP

NEW PROSPECT CARD

NAME _____
BUSINESS ADDRESS _____
BUSINESS AND TITLE _____
RESIDENCE ADDRESS _____
RESIDENCE PHONE _____ BUSINESS PHONE _____

INTERESTED IN _____ PROSPECT SOURCE _____ OTHER _____

CARS OWNED

YEAR	MAKE	SERIES	BODY STYLE

LITERATURE MAILED

DATE	PIECE

CLUBS _____
WHERE BEST TO SEE _____
RENTS ☐ OWNS ☐ INCOME _____
MEMBERS OF FAMILY _____
OWNER FRIENDS (1) _____
REASON FOR PURCHASE _____
BASIS UPON WHICH SALE DEPENDS _____
MAIN NEGATIVE TO OVERCOME _____
APPRAISAL - DATE _____
FOLLOW-UP DATE _____
REMARKS _____

DIRECTOR IN _____ HOBBIES _____
TIME _____ NET WORTH _____
TYPE OF CONTACT _____

JAN FEB MAR APR MAY JUN JUL AUG

TODAY'S WORK

DATE _____
SALESMAN'S NAME _____



SUMMARY OF TODAY'S WORK

	LA SALLE	60 SERIES	FLEET WOOD
TOTAL CONTACTS			
CURRENT PROSPECT INTERVIEWS			
OWNER FOLLOW-UP INTERVIEWS			
MARKETING FILE CONTACTS			
DEMONSTRATIONS			
APPRAISALS			
NEW PROSPECTS TODAY			
SALES			
DELIVERIES			

Approved by Sales Mgr. _____
Checked by File Clerk _____

How Don Lee Turns Prospects into Buyers

(Center) When a salesman finds a new potential buyer he makes out a "new prospect card," which, in small space, supplies a wealth of information about the "suspect."

(Top) Backbone of the whole system is the Master File, an alphabetical index of all prospects and owners. Note the section at the top which automatically requests the addition of a name to the factory direct mail list.

(Right) Each day's work is planned in advance for each salesman, with special attention to systematic followup.

C. I. T. Roundup Turns Cowhands Into Busters

(Continued from page 108)

"New Top Hands: You will have to add new ones for the Spring Roundup—other automobile dealers which have not worked with the (b)ranch within the last three months prior to March 18th. In other words, automobile dealers from whom no retail automobile paper has been purchased since December 15, 1939. You will be needin' new top hands!

"What Counts: Brandable critters for the purpose of this contest is all single new and used retail passenger car, taxi and truck deals. No special attention to be paid to particular breeds. Drive in and run your brand on all kinds. They count once you get them in the tally book. The branding iron ain't made that will run your mark on more than one hide at a time; so remember only single deals count.

"Quota: Will be $\frac{1}{4}$ of the total retail automobile volume obtained in your territory in the whole of 1939. When within the next 60 days you have passed that mark, you will be in the money riding hell-for-breakfast.

"Premium Cattle: After you have passed quota, every deal from a new 'top hand' counts extra; before quota is passed all deals count face value.

"Cash Prizes: Will be passed out to the (b)ranches in the division showing the greatest dollar volume gain and the greatest percentage gain over quota in all motor retail volume. The number of identifyin' marks on the prizes will be forwarded to you by state's mailin' service in the next few days.

"No Inter-Divisional Contest: Other divisions are having their Roundup, too—but don't worry about them. It doesn't matter how their tally stacks up against our'n except in the long run."

The contest once started, the real promotional job was on and mailings went out to the (b)ranch men thick and fast. During the nine-week contest period a total of 29 mailing pieces, more than three a week, were sent out, some from company headquarters and others—personalized mailings—from divisional bosses. Illustrated with typical Wild West scenes and characters, some serious and some humorous, the pieces included inspirational "chats" with the cowhands, sales letters, reports on progress in each division, etc.

One of the early mailings to help (b)ranch men start the Roundup off on the right track by promoting the contest to automobile dealers included a supply of specially designed match folders, the matches cut out in the form of cowboys. "Match this with a deal," Roundup headquarters advised. "Here's a unique callin' card to help you effectively introduce the C.I.T. Spring Roundup to your present and prospective top hands. When used to good advantage they'll sorta light the way for the extra deals needed from already active dealers and the fresh deals from new dealers. . . . Travel light and make every packet of introducers and persuaders count. Good luck, cowboy!"

When each branch reached quota the men received a token in the form of a metal coin embossed with spurs, acknowledging "you have won your spurs and joined the ranks of the Quota Busters. Nice goin'! . . . Paint your pony with your spurs and ride hard—'cause it's a smooth trail to the corral from now on. All the critters brought in by new top hands from now on counts extra—so git to it and here's luck!"



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

Sales Contest Prize Award Catalogs for Quota Busters

"Harvest Your Prizes with Scott-Newcomb, Inc." is the 48-page catalog of prizes published by and available through this company. Dedicated to America's Salesmen, the large book is prefaced with a full page of suggestions and sound sales advice for salesmen—points nearly any sales manager wants to keep constantly before even his best producers, and especially important when going into a sales contest where every call counts. The catalog is profusely illustrated, with prizes in all classifications of wearing apparel, sports equipment, jewelry, household items from kitchen appliances to living-room furniture, and with gifts for every member of the family. Accompanying each catalog is a sheet showing points required to win each of the prizes listed and pictured. As furnished to salesmen, the books would be imprinted to show the name of the salesman's company instead of that of Scott-Newcomb, Inc., as indicated in the title above. In requesting a specimen copy address Scott-Newcomb, Inc., 922 Pine Street, St. Louis, Mo.

"Prizes for Achievement" is a 48-page catalog of sales contest prizes, available through and published by the N. Shure Company of Chicago. Hundreds of items, running the full scale of personal prizes for the use of the salesman himself and gifts for his home and family, are pictured. The book is highlighted throughout by color printing, used as solid background for the pages, or for full color illustrations of the prizes. Such nationally known merchandise names as Toastmaster, Community, Ronson, Agfa, Hammond, Sonora, Elgin, Heddon, Westinghouse and scores of others are featured. Each prize is given a point valuation. The catalog carries no manufacturer's imprint, and is designed for issue through the sales organizations of companies availing themselves of this service. For sample copies write N. Shure Company, 200 West Adams Street, Chicago, Ill.

"Tested Premiums That Sell Merchandise." This reference booklet, illustrated in colors, is designed to suggest leather goods, which, in addition to their value as sales contest prizes and dealer awards, are useful as premiums and good-will gifts. A number of new styles in modern lines of useful leather products, including pocket pieces, traveling kits, and elaborate containers such as are prized by men for their durability, as well as quality appearance, constitute the offerings of the old established leather goods house, The Meeker

Company. Sales managers will also be interested in the analysis and comment on many applications of premiums in marketing, which are included in the booklet. Requests to R. A. Hamilton, The Meeker Company, Inc., Joplin, Mo.

"Money Isn't Everything" is a handsomely presented and well prepared description in booklet form of the fundamental reasons for the use of merchandise prizes in sales contests. The old story of cash versus merchandise is here presented for those who have not used merchandise prizes as well as those among whom this type of contest award is generally accepted. Special importance is placed on the value of reaching the average salesman and stimulating his greater efforts through merchandise prizes which appeal not only to him but also to his family. With an estimated 1,000 or more sales organizations today regularly using merchandise prize awards, the point of view advanced in this booklet will find a large audience ready to agree with its thesis—and it aims to also reach organizations which have not followed this practice. Requests to E. F. Donovan, Cappel-MacDonald & Company, Cappel Building, Dayton, Ohio.

Salesmen's Equipment that Sets Stage for Orders

"Your Men Need Burkhardt's Zip-A-Kits" is the title of a folder describing this company's new prong binders, with slide fastener covers and construction combining best features of the post binder with those of the ring binder. It is illustrated with photographs of binders used by a number of nationally known firms. Also published by this company is a folder describing the new Visi-Kit, an easel display portfolio containing transparent envelopes for the display and protection of photographs and sales presentation sheets. These envelopes are also available for use in Swing-O-Ring and standard ring binders instead of the pyramid type. Inquiries for these folders to E. H. Zerbe, The Burkhardt Company, Larned at Second Boulevard, Detroit, Mich.

"How Much of Your Sales Story Gets to Your Prospects." In this colorful booklet, the Barrett Bindery Company describes numerous applications of its new sales presentation binders to every-day selling problems, involving speed in handling, simplicity of operation, display value. On the idea that "a page is easier to read if it is propped up at an angle," these binders combine the properties of loose-leaf rotation of material, with an elevated face, which can be displayed in several angles, yet closed are no larger than an ordinary portfolio.

The principle of the raised surface is available in standard ring binders, larger "V-A" binders for large pictures, charts, graphs, etc., as an easel sales presentation binder, a tumble-top binder, and a book holder—all adaptable to sales presentations and catalogs as needed. Requests for this folder to E. W. Ericson, The Barrett Bindery Company, 1330 West Monroe Street, Chicago, Ill.

"Beach's Common Sense Expense Books" is the title of a small folder describing two popular styles of expense record books used by salesmen and executives. Provide definite, accurate records for the home office, easily checked and filed. Sample books and quotations on request. Write Beach Publishing Co., 7338 Woodward Ave., Detroit, Mich.



500 HEADS ARE BETTER THAN 5

A leading advertising agency had four top notch themes for a new account. But conference after conference couldn't settle an all-important question: Which of the four would do the best selling job for the client?

No room for guesswork here. The advertising agency wanted facts, realized that the only way to get them was straight from the consumer. They knew that a small investment in research, NOW, could remove the risk of a costly error later. So they called in Ross Federal.

To more than five hundred typical consumers, in two widely separated cities, trained Ross Federal representatives showed proofs of four different ads. Likes and dislikes, ratings and reasons were carefully noted, tabulated, cross-indexed, reported to the agency. Out of the test came the clear answer

as to which ad series could be counted on to pull best. New merchandising ideas showed up on the report. The small cost of the survey brought a gold mine of real selling ammunition.

Just one typical example of how Ross Federal's copy-testing surveys can turn the consumer spotlight on knotty advertising problems. Daily, from coast to coast, Ross Federal Research is uncovering rich stores of information for advertisers—information you need for your selling and promotion, information which only a soundly conducted consumer survey can give you.

Ross Federal knows how to find the facts you need. Today, make a point of including a talk with a Ross Federal research consultant in your plans for the coming season.

ROSS FEDERAL RESEARCH

CORPORATION • 18 EAST 48TH STREET, NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST

FIRST with the Facts!

From the

BOMBED

LAST June, Guy Murchie, member of the Chicago Tribune news staff since 1934, gathered up his typewriter, camera and paint-box, boarded the Clipper and headed east to cover the war.

On September 11, the war covered Guy Murchie.

In a Dover hotel, on the top floor, he was talking with two naval officers. An air raid warning was on. Leaning out the window, Murchie saw twelve Nazi bombers flying in formation directly overhead. Let him tell the rest.

"About two seconds later the loudest bang I ever heard went off directly overhead . . . I held my arms over my head instinctively . . . I was fully conscious as the floor fell away under my feet . . . As I dropped into the emptiness all was black . . . I expected to fall on the floor below but, to my surprise, I kept on falling for what seemed to be many seconds . . . Then I landed."

Murchie, accompanied by a cascade of bricks, mortar, timbers and other debris, had fallen four floors. The dispatch, from which the foregoing quotations were made, was telephoned by him to the Tribune's London bureau before he received a spinal anesthetic prior to treatment for leg injuries.

In the course of an editorial commending Murchie, his newspaper said:

"The Tribune naturally is proud of Guy Murchie. The courage he showed at Dover, where he refused medical attention until he had got off the story of the bombing in which he was wounded, was in keeping with the gallantry displayed by his predecessors and contemporaries in the foreign service of this newspaper."

Fashions...

Designers from seven states were represented by original creations modeled at three fashion shows conducted by the Chicago Tribune on October 2.

The garments, forty-three in all, were made from designs submitted in the Tribune's American Fashions competition in which \$7,500 in cash prizes were offered for the best original designs of women's outer apparel created in America.

Between the announcement of the competition on July 28 and its close on August 22, a total of 12,491 designs was submitted by 5,246 contestants living in forty-six states, Canada and Mexico.



Guy Murchie of the Chicago Tribune foreign news service, whose vivid dispatches from England have been among the outstanding contributions to war journalism. In addition to writing the news, he also supplies illustrations for it in the form of color photos and drawings.

From this immense number of sketches a committee of judges selected the forty-three best. These were then executed and modeled at the three fashion shows.

Designs for the forty-three originals thus exhibited came from California, Illinois, Indiana, New Jersey, New York, Texas and Utah. The first place winner was awarded \$3,000; the winner of second place, \$2,000. In addition, three prizes of \$500 and twenty of \$50 each were given. Honorary awards were given to 300 designers who participated.

The American Fashions competition is typical of the Chicago Tribune's aggressive action in advancing the interests of America—a factor which has made the Tribune Chicago's most widely read newspaper and its most productive advertising medium.

SPORTS COLUMNIST'S NEW BOOK



To Chicago news-stands, bookstores and the Chicago Tribune Public Service Offices on September 20, came first copies of the 1940 edition of Arch Ward's "In The Wake of the News Book."

Packed into its 64 pages are 302 items of prose and 144 of poetry representing the year's best contributions to the popular daily column conducted by the Chicago Tribune sports editor.

Priced at 10 cents a copy, the booklet is expected to sell upwards of 50,000 copies.

As Chicago Tribune sports editor, a post which he has held for ten of his fifteen years with this newspaper, Arch Ward is the man behind such events as the Golden Gloves boxing tournaments, the All-Star football game and the All-Star baseball game. Since taking over the "In The Wake of the News" column

Correspondent... About women's shoes... Maps show where... Fashions... New book...

TOWER

in 1937, he has been making an equally notable record as a columnist.

In his first year as column conductor, he received 4,541 contributions from readers. In 1938 the number jumped to 20,902. Last year it soared to 30,173.

From this record may be judged the mounting popularity of a Tribune feature which is read by more men than read the weather story on Page One.

Mapping the News

Twelve hours after President Roosevelt had signed the conscription act, Chicago Tribune presses were printing, for appearance in this newspaper's editions of September 17, a map showing the boundaries of each of the seventy-eight draft registration districts in Chicago.

Production of the map required the services of eight Tribune artists working continuously from 3 p.m., September 16, to midnight.

No other Chicago newspaper of the same date carried such a map. Its publication by the Tribune was a typical example of this newspaper's service. The Tribune spares no expense to place before its readers everything which will give them a better understanding of the news.



You can build greater goodwill and sales—at reduced cost—in Chicago by building your program around the Tribune. With more than a million circulation, every day of the week, the Tribune now delivers over 117,000 more net paid than it did a year ago—and from 200,000 to 700,000 more than are delivered now by other Chicago newspapers.

Because it reaches far more women readers than any other Chicago newspaper, the Tribune is the preferred medium of Chicago retailers of women's shoes who place more advertising in the Tribune than they place in any two other Chicago newspapers combined.

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